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CHARACTER ANALYSIS BY THE OBSERVATIONAL METHOD

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Character Analysis

BY THE

OBSERVATIONAL METHOD

KATHERINE M. H. BLACKFORD, M.D.

AUTHOR OF "THE JOB, THE MAN, THE BOSS" AND
"ANALYZING CHARACTER"

ARTHUR NEWCOMB, EDITOR

Lesson XVIII—MARITAL AND FAMILY RELATIONS

Lesson XIX—CHARACTER ANALYSIS IN SALESMANSHIP

Lesson XX—VOCATIONAL GUIDANCE

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LESSON EIGHTEEN

CHARACTER ANALYSIS IN MARITAL AND FAMILY RELATIONS

WHEN my friend B. first met little Flossie S. he thought her light-hearted cheerfulness the most charming of all her lovable qualities.

B. was broad-shouldered, substantial, dark of hair, eyes and complexion. His life had been a battle. He had won success rather late, after much hardship and by virtue of terrific energy backed up by a spirit that would never admit defeat.

Sober, sensible, neat, methodical, serious, economical, merciless toward himself and others, B. felt the tension of life relax and its oppressive solemnity lighten in the sunshine of Flossie's happy, carefree nature.

Flossie on her part looked up to B., admired him tremendously for his strength and virile force, for his success, for his steadfastness, and for his courage. Here was someone upon whom she could lean, someone with the wisdom and the bravery to assume the burdens of life, to solve its problems and to provide its necessities and luxuries.

And so they were married.

It did not take B. long to discover that the light-heartedness which he had found so charming in his sweetheart was exasperating and bitterly disappointing when it manifested itself in the form of carelessness, irresponsibility and slipshod ways in his wife.

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As for Flossie, she felt terribly grieved and abused when she found that the stern, unyielding front her lover had opposed between her and the romantically manufactured roughnesses of the world, in courtship, was cruelly harsh and unrelenting when turned against her, after marriage, on account of her laxness.

B., to whom precision, accuracy, and careful attention to the material things of life were sacred, naturally felt that his wife failed in the very essentials of character.

Flossie, to whom a harsh word was worse than a blow, and who was only bored by the details of household management and business, felt that her husband was hard, cold, unsympathetic, grossly material, brutal and selfish. To her gentle soul these were indeed the worst possible defects of character.

I need not distress you with the rest of their story. Such tragedies are so common that it is indeed an obtuse observer of life who has not seen many of them.

Who Was to Blame?—Friends of B. and Flossie are divided in their opinion as to who was to blame. Some of them say that B. might have saved his domestic bark from shipwreck if he had been less devoted to business and had given more time to his lovely young wife.

Others say that if Flossie had only realized the responsibilities of life as a grown-up woman should, if she had only tried to understand B.'s business and to have shown an interest in it, the trouble might never have occurred.

Ignorance the Fault.—The truth is that neither was to blame. Both were ignorant, not only of the

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essentials of the character of each other, but of the essentials of their own characters.

If B. had only realized fully his own serious, exacting nature, he would probably have known better than to have expected to be able either to make Flossie happy or to be satisfied with her as a wife. If he had also known Flossie's nature and had understood the reason for the lightheartedness which he so much admired, he might have saved himself a great deal of trouble and heartache.

If Flossie had known just how incapable she was of careful attention to duty and responsibility, she would have known that she was unfitted for life with a man of B.'s character. Had she been able to judge also of other phases of the very characteristics she admired in B. as a lover, she would have known better than to have listened to his pleas.

This incident is typical of thousands of other misunderstandings and misjudgments, resulting in unhappiness and ruin, which might easily have been averted by a knowledge of some of the simplest and most easily applied principles of the Science of Character Analysis by the Observational Method.

When one contemplates the utter ignorance of the great majority of people, not only of the indications of individual character but of masculine and feminine traits in general, the wonder is not that so many marriages result disastrously but that so large a number are reasonably happy.

MASCULINE AND FEMININE TRAITS

In Lesson Six, on Proportion, you learned something about normal differences between masculine and

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feminine natures. A thorough understanding of these is essential and fundamental to complete happiness in the marriage relationship. And so common is ignorance in regard to these that even those marriages which are successful are usually based upon intellectual and emotional qualities of both husband and wife which enable them to overcome the difficulties caused by their ignorance of each other's true nature.

A Comparative Table.—In order that you may understand what is to follow in this lesson, let me remind you briefly of some of the differences between masculine and feminine character. These may be classified in the following table:

Masculine Traits

Expression: mental and physical
Love of conquest
Love of variety
Desire to coöperate
Dominance
Destructiveness
Generalization
Desire to love and admire

Feminine Traits

Repression: mental and physical
Desire to surrender
Love of constancy
Desire to individualize her work
Desire to serve and minister to loved ones
Conservation
Specialization
Desire to be loved and admired

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Masculine Breadth—Feminine Narrowness.—Analyze carefully these traits and you will see how the masculine elements lead naturally to a broad outlook upon life, while the feminine elements lead to a narrow outlook. Men love variety, conquest, cooperation, generalization; while women love constancy, specialization, the expression of their own individuality.

Conquering—Conserving.—The male throughout the whole process of evolution has been the exploring, fighting, conquering animal, while the female has been the home-keeping, conserving animal.

Generalizing—Specializing.—In primitive society the men hunted, fished, fought the enemy and brought in the spoils. Their work was done in the large and covered a broad sweep of territory. Women attended to the minute details of preparing the results of men's prowess for use. Their work kept them closely confined to one place upon which they specialized.

Coöperating—Individualizing.—The business of hunting, fishing and fighting in primitive life, as well as the business of mining, manufacturing, transportation and selling in modern life, require coöperation on the part of the men. But home making, home keeping, child bearing and child rearing are individual tasks in which the women are not called upon to coöperate with one another.

Effect of Civilization upon Domestic Relations.—As civilization advances the great gulf fixed between man's work and woman's work, between man's place in the world and woman's place in the world, grows narrower.

In India.—In India the wife is wholly subject to

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her husband and her husband's relatives. Her life is one of unremitting toil and child bearing to the limit of her strength and endurance. She is not permitted any semblance of equality with her husband even in their own home, but among the high castes must prepare the food for her husband and sons and then sit with her face to the wall while they eat. If anything is left, that is her portion.

When the high caste East Indian walks abroad he is seldom accompanied by his wife. If as an act of special graciousness he does permit her company, she must trot along far in the rear and on no account must she address him in public.

In China and Japan.—In China and Japan, where the effects of civilization are more apparent, one sees husbands and their wives working together, rowing boats together, and even talking together in public.

In France.—In France the wives are almost universally the business managers of the partnership, and excellent business managers they are. No Frenchman thinks of entering into a financial transaction of any importance without consultation with his wife. Perhaps this is the reason for the exceeding thriftiness of the French as a people.

In England and Germany.—In England and Germany, although the wife is considered the social equal of her husband, she is absolutely subject to him in the home and not only obeys his behests but is expected to wait upon her lord and master hand and foot.

In America.—In America, as all the world knows, woman has more freedom, more independence, and finds herself upon a basis of greater social and po-

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litical equality with man than anywhere else on earth.

Thus evolution and civilization are progressing to the point of view that woman is a human being and not a chattel. Simultaneously it is also progressing to the point of view that man is a human being and not a god. The next step is to learn by analysis to understand the individual.

ANALYSIS AND CHOICE OF MATE

In nature we do not expect a broad, placid river to furnish water power. We know that the kind of soil best adapted for a peach orchard will produce a mediocre or very poor crop of corn. We do not look for an endless succession of cloudless days in a country laughing with verdure.

In other words, we understand that when a river is broad and placid it is also comparatively shallow and sluggish. We know that soil which is suitable for peach trees is inevitably too "light" and too poor in nitrogen for corn. We know that if the face of nature is to be clothed with grass and trees there must be clouds and rain.

Harmonious Traits of Character.—Before we learn to associate happily with our fellow men, especially in the more intimate relationships of life, we must learn that certain traits of character are inevitably associated with and perhaps spring from certain other traits.

A man cannot be stern, vigorous, dependable, methodical and masterful in his business and at the same time be careless, easy-going and indulgent in his domestic relations. The converse is also true.

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This point does not need further elaboration. You know, as the result of your studies in this course of lessons, that certain traits of character appear in certain types of men and women, and it is useless to expect that either man or woman will manifest some of the qualities of his or her particular type without the others.

Common Sense in Love Affairs.—It is a popular supposition that love is like lightning, that it strikes its victim without reason, without his volition. This view of love has been fostered in the minds of people by tradition and in literature.

It is the popular thing to scoff at eugenics and at all other attempts to introduce elements of judgment, reason, common sense, and volition into the affairs of love and marriage.

It is indeed true that the majority of men and women in America do fall in love without the exercise of very much judgment and with exceedingly little of common sense.

It is true that when once the tender sentiment has been aroused it is all too liable to sweep before it considerations of expediency, whether they be of health, finances, society, art, education, or occupation.

Notwithstanding all this, however, every human being is desirous of exercising both judgment and will-power in the choice of a life mate.

Ignorance Is the Great Curse.—The difficulty is that there is so little of definite and useful knowledge and so much of fallacy, sophistry and ignorance upon this subject that the average young person either refuses to consider anything but his emotions or bases upon unsound premises such judgment as he uses.

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While it is true that a true love worth having sweeps all other considerations aside and is therefore not to be reasoned with, it is also true that proper education, a knowledge of character analysis, and serious, sober thought during childhood and youth upon this subject will give to the mind and heart a certain direction and impose upon them certain restraints.

The young man or the young woman whose ideals of breeding, character and education have been carefully cultivated, both by his (or her) parents and teachers and by his (or her) own wise thought and aspiration, is in no danger of a foolish and fatal infatuation.

In other words, use your common sense, your judgment, your intellect to some purpose *before* the courtship begins instead of waiting until afterward.

WOMAN'S JUDGMENT OF MEN

Woman's Highest Privilege and Duty.—To the woman student of this lesson who looks forward to and hopes for a happy marriage, let me emphasize first of all the counsel of the ancient philosopher, "Know thyself!"

It is impossible for you to make an intelligent choice if you are ignorant of your own character, your own desires, your own preferences, your own ideals.

Your own self-development and self-expression should be your first consideration. This is not selfishness. It is the highest altruism. There is no greater fallacy than that woman best fulfills her destiny by constant sacrifice or extinction of self.

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The mother who toils ceaselessly that her daughters may be reared in idleness and luxury is not doing her " duty " by anyone. She is destroying her own happiness. She is unable to be all that she should be to her husband. She is laying the foundation for the unhappiness of her daughters, their husbands and their children. She is in effect a destroyer of character instead of a builder of it.

In a similar way, the woman who sacrifices everything to an exacting husband is doing herself, her husband and her children a grave injustice.

The woman who builds up her own character, realizing the value of her own individuality, who gives to her family and to society an example of tenderness with strength, truly fulfills her highest destiny.

The Need of Ideals.—She has definite ideals as to what she will become. She guides and directs her life in conformity with a well-chosen purpose and does not merely drift, the creature of circumstances, or a sacrificial victim to the selfishness of others.

In selecting her life companion such a woman does so with a definite knowledge of her own character, its strength and its weakness, and with judgment enlightened by knowledge of the character of the man she chooses.

It is true that many women, in a vague, romantic kind of way, paint rosy pictures of an ideal future with an ideal mate and that the reality when it finally comes is frequently the almost exact opposite of the ideal. It is also true that many of these women find the reality bitterly disappointing and unsatisfying.

The trouble is not that they set up their ideals but that they set them up without knowledge of them-

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selves or others and without knowledge of the world and its affairs, or else with a fine disregard of known facts and truths. So impracticable are many of the glowing castles in Spain thus built by maiden fancy that those who build them do not take one step toward them but seem deliberately to walk in the other direction.

It is therefore essential that you should determine upon your ideal with great definiteness and clearness, not romantically and in utter disregard of your own qualifications and of the stern, stubborn facts of life, but with a full realization of what you yourself are and can become and what are the circumstances and conditions with which you are surrounded.

When you have thus sensibly and soberly determined upon your ideal you can readily and unhesitatingly eliminate from your consideration everyone whose character, education, and attainments do not fit into it.

TYPES OF MEN

Perhaps it will assist you in your thinking and planning if you will review in your mind some of the types of men whom you meet and whom you will meet.

Domestic Type.—If your ideal is to create a beautiful home and to maintain a happy and successful home life, shared in mutual love, understanding and tastes with your mate, then you should learn to know the domestic type of man when you see him.

The domestic type of man has many of the feminine qualities. He is gentle, kindly and agreeable. He loves beauty in nature, in art, and in handicraft. He is fond of flowers and all growing things. If he

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is an educated man he loves books and poetry. He may also love music.

The domestic type of man is not particularly aggressive, is not domineering, cares little for lights and crowds and gayety in public places. He may have some political, commercial or professional ability but his life is not in these things. He pursues them merely for the sake of maintaining and improving his home instead of maintaining his home merely as a place in which to live and from which to go to his conquests.

From your knowledge of the Science of Character Analysis by the Observational Method you should be able to paint a mental picture of the combination of the nine fundamental variables in this type of man.

Social Types.—There are two distinct social types —one the man whose thoughts and ambitions all center around being a " good fellow " amongst men. His home and his business are both subordinate to his clubs, his lodges, and his chums. He cares comparatively little for association with women but spends hours upon hours drinking, smoking, playing cards, and gossiping with men upon the streets, in the saloons, at his club rooms, or elsewhere.

The second of the social types is the society man. He is the man who finds his greatest self-expression in playing the society game. Such a man needs a wife of fine appearance, ability to wear clothes well, an alert, clever but not necessarily intelligent mind and, above all, a strong, enduring constitution and nervous system.

It goes without saying that the woman who is to be happy as the wife of a society man must be herself socially ambitious. She must take pleasure in

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social activities and must also be mentally and physically prepared to spend the time necessary for success.

A woman who is socially ambitious must see to it with great care that she and her husband are to have sufficient funds for the life they plan to lead. Going into society has wrecked many a fortune and, as a result, has brought ruin and misery to many lives.

The Financial Type.—If you are ambitious for great wealth you must first count the cost and, second, make sure that you choose a man of the financial type.

In a universe ruled by law you cannot obtain something for nothing. If you are to have great wealth, which is a perfectly legitimate ambition, then you must learn to understand the price that you must pay for it, count the cost and be prepared to meet it.

The financial type of man loves money. He breathes money. He eats money. He dreams of money. He works with money. And he finds his greatest delight in playing the financial game.

With him money is the supreme consideration and to obtain it he is usually willing to sacrifice much or all of the quiet, sweet, intimate relations of life. It is futile for you to expect any man to make a million and at the same time to hold his home life and simple domestic pleasures and duties as the chief concern of his existence.

There are many different kinds of men who make millions but there are few without large, well-developed temporal sections of their heads, rounded and especially full at the sides.

Professional Type.—There is a certain type of

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man who fits into a profession, such as medicine, surgery, teaching, lecturing, preaching, etc., as naturally as a duck takes to water, just as there are certain types of women who look up to such men as their ideals.

This professional type of man, in order to be successful, must be liked by men and adored by women. Because woman is individual in her tendencies, because her point of view is always personal, she will not employ the services of anyone she does not like personally. She must therefore adore her doctor, her pastor, her dancing teacher, her professor in college, her attorney, and the lecturer whose course she attends. Since many or a majority of the clients or patrons of professional men are women it is necessary that these men should be popular with the fair sex.

The great question for you, if you aspire to be the wife of such a man, is, " Can I see him surrounded by his adoring—and too often silly—patrons without jealousy? " A jealous wife is a terrible handicap to a professional man.

In addition to this, it is contrary to professional ethics for a physician, an attorney, a preacher, or teacher to tell his wife the things which his patrons bring to him in confidence. There are many women who, although they realize this, are dissatisfied and suspicious unless they know everything their husbands know. Be sure you are not one of this kind if you contemplate marrying a professional man.

Commercial Type.—There is a type of man who, while not of the distinctly financial type, is yet strongly commercial in all his instincts. His joy is

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not in making great sums of money but rather the joy of trading, buying and selling.

Men of the commercial type are usually of hard consistency, and therefore hard-headed, have driving, crushing energy, and are neither easily influenced nor easily persuaded. Their ambitions and aspirations and their supreme interests are all in business rather than in home or in society.

Such men are often glad to have wives who will maintain a position in society because they believe it is good for their business. However, if the husband is fully engrossed in business and the wife in society, they must sacrifice a great deal of companionship, mutual understanding and home life. There are women who are happy in such an arrangement, but be sure you are one of these before you consent to marry a man of the commercial type.

Gambling Type.—The gambling type of man is not necessarily a professional gambler. He may be a business man or a professional man, and most often is one or the other.

This type of man is optimistic and hopeful. He has an inordinate love of conquest and, as a general rule, a deficient sense of values. One of his most valuable assets is his ability to control his features and to maintain an air of assurance and possession when he has nothing.

You have already learned that the man who is too hopeful and too optimistic is far too ready to leave the future to luck or chance. He is the type who lets things slide, hoping that they will come out all right somehow. He is therefore irresponsible and undependable.

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The man who loves conquest will not only seek to gratify his desires at the gaming table but also socially and in affairs of the heart. He is therefore liable to temptation and to inconstancy.

The man who stakes upon the turn of a card or the throw of the dice a twenty dollar gold piece which might keep his family in food for a week or a month, has an almost idiotic sense of values. He therefore not only wastes his money in gambling but he wastes other values in other ways and adds to his irresponsibility the crime of wastefulness.

The man who is successful in bluffing through to a big stake on a pair of sevens soon learns to use his knack for deceit and lying in other ways.

The gambling type, therefore, notwithstanding his many lovable qualities of optimism, good nature, cheerfulness, and oftentimes gentleness, indulgence, generosity, and sweetness of disposition, is unstable, irresponsible, unreliable, wasteful, and deceitful.

Gambling, inconstancy, and irresponsibility take a man out of the home, consume the hours of the day and night, undermine his fortune or his business, dissipate his earnings, and estrange him from his loved ones.

No woman should contemplate marriage with the intensely optimistic, irresponsible, sporty but oftentimes likeable and attractive gambling type unless she has an independent income and is capable of defending it, and unless she herself loves the night life and can find peace and happiness in going her own gait.

There are many other types of men, of course, and there are some combinations of these types. These, however, are both typical and suggestive.

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MEN AND WOMEN IN MARRIAGE

Examples of Misfits.—Women are said to be better judges of human nature than men. If this be true, God help the men! Many women seem to have a fated faculty for marrying the very men who lack the qualities they most crave. How many a poor, suffering, disappointed woman I have seen, surrounded by every luxury, but eating her heart out because she thought her husband neglected her.

If your heart is set upon affection and a continuation of the sweet and tender attentions showered upon you during courtship, beware that you do not select as your mate a man whose whole nature is engrossed in business, in science, in philosophy, or in any other extraneous pursuit.

Men often select wives who can dress well and appear well in society but have few if any other qualifications, when their own ideals are entirely bound up in the home.

How Men and Women Fail.—As a matter of fact it is well to bear in mind that most men, true to masculine nature, do not fail in providing the material things of life, but often cause their wives to feel their neglect for the sentiment and affection so dear to a woman's heart; while women, true to their feminine nature, emphasize the romantic and sentimental values, although neglecting the practical and material values which appeal so strongly to men.

Marriages will be far happier when both men and women not only overcome their own deficiencies but learn not to expect the impossible of their mates.

Not All Women Domestic.—It is as absurd to

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expect all women to be domestic as to require all men to be preachers. That a woman is mentally equipped to succeed in commerce or the professions does not necessarily mean that she must deny herself a home, husband and children. There are as many types of homes as there are types of individuals. Home does not lie in walls, furniture, rugs and culinary equipment. It is a state of mind and heart and soul resulting from the amalgamation of two harmonious human beings. If the woman is of the professional type and she prefers a man of the domestic type, no disgrace should attach to either because he prefers to follow an occupation which enables him to remain at home and she one that requires her to be much outside of it.

Humanity pays an exorbitant price for its false pride. We force the retiring, non-aggressive, domestically inclined man into the business world of conquest and strife to do battle or fail—and more often he fails. We confine the determined, aggressive, commercially inclined, resistant, hard-headed, capable business woman in four walls which we call her home, to fret her life away with impatience and worry because of the financial failure of her well-intentioned but commercially incompetent husband.

Why?

Attractiveness Woman's Duty.—Men are not as discriminating as women. Their natural instinct is to pursue any woman who is attractive to them. To pursue is their right by inherited biological instinct. In this they should be encouraged rather than censured. It is woman's power and privilege to be discriminating in selecting. How great this power becomes in the hands of an individual woman de-

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pends upon her personal attractiveness and upon the wisdom with which she exercises her privilege.

It is the duty of every woman, not only to herself but to society, to be as attractive as she can. It is the privilege of every woman, through knowledge and good judgment, to make herself attractive to the kind of men she desires.

Through character analysis a woman may learn what are her most attractive qualities and make the most of them. She may also learn what are her weaknesses and handicaps and devote herself to overcoming them. By a study of character analysis she also learns what qualities in her are most attractive to the kind of man she desires to win.

Finally—Use Sober Judgment.—Finally, if you are a young woman, learn now as well as you can, what every mature woman knows, that the kind of man who is most attractive to the eyes of youth is seldom the kind of man who would satisfy the mature judgment of middle age. This is the reason why so many marriages which seem to embark upon life's ocean in the midst of sunshine and with fair and favorable breezes, go to wreck before the voyage is half over.

The only remedy is for the young girl to look beneath the surface, to do her best to restrain her superficial emotions, and to give play to that sound and sensible judgment which is hers to use if she will, even in youth and before the hardships and sorrows of middle age have compelled her to rely upon it.

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MAN'S JUDGMENT OF WOMAN

Man may judge woman as mother, sister, wife, daughter, employer, employé, teacher, pupil, customer, saleslady, client, patient, and in many other relationships.

But the fundamental judgment every man is called to make of women is used in his choice of a mate. Man's happiness and real success depend upon finding *his* mate.

Personal Attractiveness a False Standard.—Choice by intuition, or attraction, or affinity has been tried—is being tried. But it has proved, and is proving, a failure.

"Let your heart decide" has been the advice to those in doubt.

Men have chosen women almost wholly on account of personal attractiveness. It is proverbial that a woman may be deficient in character, but as long as she is agreeable in manner and smart in personal appearance there are plenty of men willing to furnish her with every luxury.

Because women have been able to hold positions through favor, there have developed vain, designing, and morally unsound women who are a detriment to society and a menace to the race.

Men who choose their wives on a basis of attractiveness and sentiment frequently learn through bitter experience that they have wed wholly different types of women from those they truly needed or wanted. Selection should therefore be based upon sound judgment. Sound judgment is impossible without adequate knowledge and correct observation.

What Men Ought to Know.—First, men ought to

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know what are feminine qualities and how they manifest themselves.

Second, men ought to know themselves and their own tastes and requirements so they can decide what qualities and combination of qualities are most desirable.

Third, men ought to learn what qualities are combined in a woman's personality and not expect the impossible. For example, a woman cannot be both aggressive and passive.

Fourth, men ought to know why women are as they are.

Much of the instruction I have given to women is also applicable to men. The principles are the same.

UNDERSTANDING OF FEMININE NATURE

Perhaps what man needs most of all is an understanding of feminine nature. Because women are far more interested in what is personal and individual than in what is general, because women study persons and things rather than theories and principles, because woman's very life and happiness throughout so great a part of her evolution have depended upon man, and upon one man, it is probably true that women understand men in general better than men understand women.

And yet in our modern life men would not only make far better choices of their mates, they would not only make their wives happier but would be far happier themselves, if they understood better the nature of woman.

Woman, like man, is the result of all past experi-

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ences and environment in her evolution. Her life, training and education, both in the past and to-day, are different from man's. Thus, by evolution, by tradition, and by all the influences—hereditary and environmental—which have made her what she is, woman has developed what are called her feminine qualities.

It will be illuminating to inquire what some of these qualities are, why they are, and how they manifest themselves in desirable and undesirable forms.

Affectation.—Woman has throughout her entire evolution been subordinate to man and dependent upon him. She has been compelled therefore to repress and dissimulate her true feelings lest they get her into trouble. Psychologically repression of emotion results in two ways: Either the emotion finds its vent in the guise of some other emotion or results in morbidness, neurasthenia, hysteria, and other pathological conditions.

When a natural emotion, through repression, is compelled to seek an outlet in some simulated emotion, the result is insincerity and affectation, both of which are very common feminine traits, for which women are in nowise to blame, since they are not voluntary but are forced upon them by evolution and present environment.

Neurasthenia, hysteria, and other neurotic and pathological conditions are also very common amongst women.

Much of feminine affectation is due to a desire to attract attention. Woman is not permitted, either by the conventions or by natural instinct, to seek the companionship, admiration and love of men in a direct, aggressive, open fashion. She therefore finds

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herself compelled to attract attention in indirect ways.

If she is doubtful of her own natural attractiveness, and self-conscious for this reason, she attempts to improve upon nature by affecting those qualities which she believes will prove most attractive.

Deception and Treachery.—The same elements in her evolution and environment which result in affectation, when carried a little further, result in deception and treachery.

Woman's condition for ages was to all intents and purposes slavery. Inferior to man in brute strength and in fighting qualities, woman's only weapon for defense against the domineering male lay in deceit.

It is only when women fully realize that the days of their slavery are over and that in their social and economic independence they need no weapons of defense against brute strength that they learn to become natural, truthful and trustworthy.

Desire to Surrender.—Primitive women were knocked down with clubs and made brides by their captors. Amongst many primitive peoples to-day courtship is carried on either in this way or in some modified form of physical capture.

Evolution through ages of this custom has implanted within woman an instinctive feeling that she must be pursued, run down, captured, and carried away to the home of her future husband. Not that she demands or would for a moment tolerate physical abduction but that in subtler and more refined ways she demands being compelled to do that which she wishes to do.

Many a man has seemed to fail utterly in his rela-

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tions with woman until he has learned this fact and profited by it.

Constancy.—For centuries constancy has been demanded of women. According to Eugene Walter, men have toiled and striven, fought, bled, and given their lives for their children. The modern man toils early and late, denies himself leisure and pleasure in many ways in order that he may pile up a fortune for his offspring. This is largely instinctive in him. Accompanying this feeling is another which is also instinctive, namely, demand for absolute security in his belief that the children for whom he labors are indeed his own.

Perhaps Mr. Walter is right.

On the other hand, however, man is a natural monopolist so far as his affections are concerned. He may lavish his attentions upon several but he demands security in his sense of absolute possession.

Perhaps both of these and other reasons explain the male demand for undying constancy on the part of the female. At any rate it is there and has been through all the ages.

Woman is therefore constant as a matter of age-long habit. Many primitive societies punished infidelity on her part with death. Modern society punishes it with social ostracism.

Desire to Individualize Her Work.—As already pointed out in this lesson, the most important functions of woman's life—child bearing and child rearing—she must accomplish alone. The work about the home is also work which is performed individually and not in groups or gangs.

It is because of this factor in her evolution that woman is slow to respond to the social and coöpera-

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tive spirit. It is only in countries where civilization is most advanced that women can be interested in problems which do not directly affect themselves and their homes. Even when they do become interested, such problems call forth not their coöperative activities but the activity of each woman as an individual.

Most women are interested in personalities rather than policies, in details rather than in generalities.

Desire to Serve Loved Ones.—Woman's part in the world's work from the very beginning has been that of personal service to others. This began probably through the necessity of rendering every service to her helpless babe through the years of its long infancy. Naturally enough it extended itself to her husband and to the other members of the family.

When therefore a woman is surrounded with luxury and has a retinue of servants to wait upon her hand and foot, when she is deprived not only of her natural function of serving others but of that divine privilege of every human being, the right to wait upon herself, she lives an artificial, unnatural life, and one which is fraught with grave dangers.

When natural instincts and those which are the result of centuries of habit cannot find legitimate expression, discontent, dissatisfaction, restlessness and a demand for something to take the place of her normal functions are inevitable.

Conservation.—It has always been woman's work to store up supplies against famine and winter that her children might be fed. She is thus the natural conservator and administrator of wealth.

In countries where women still exercise this func-

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tion there is exceedingly little waste, but when the duties of conservation and administration are taken out of the hands of women and handed over to servants, when women are trained solely for social attractiveness and not in their natural duties, waste and improvidence run riot.

Go out and look around you into beautiful and comfortable homes, built as the result of the careful saving and wise administration of even moderate incomes, and you will find in almost every case that it was the wife who was the conservator and administrator. Happy is the man who finds as his mate a woman in whom these priceless feminine traits are not only inborn but well developed.

Desire to Be Loved and Admired.—Since women have always been compelled to play the passive part in courtship and wait to be chosen rather than go forth and choose, their only hope for advancement or maintenance has been through the love and admiration of others.

Women therefore may almost be said to subsist upon love. The normal woman not only desires to be loved but desires to be told that she is loved. She craves evidences and manifestations of love in caresses, little gifts, and delicate attentions.

Many a man who truly loves his wife practically starves her to death because, either through ignorance or through absorption in other affairs or through a kind of false pride, he never makes love to her.

I have seen many a poor, starved, sad-eyed woman who would become glorified and go about singing for happiness for days over one little word of affection or a caress. And yet that which would have cost a husband so little was almost never given—not

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because he did not love his wife, but because of his ignorance of feminine nature.

It is perfectly natural for man, with his masculine interest in that which is material and practical and a sort of affected contempt for that which is sentimental and romantic, to imagine that he gives his wife all of the evidence of affection she needs when he surrounds her with the necessities, conveniences, comforts and luxuries of life.

There are thousands of women who would value infinitely more a rose, tendered as a token of love, than a thousand dollars worth of furniture, clothing, or even jewelry, purchased in a businesslike, matter-of-fact way.

Many men never pay the slightest attention to the work and personal services of their wives unless it is to find fault. If placed upon the witness stand and put under oath, these same men would undoubtedly declare that their wives were unusually capable, efficient, and artistic, but it never occurs to them to give the poor women the few words of praise for which they hunger.

I should not like to estimate the marital bliss that would result if men could only learn these things and act accordingly. It is also true, of course, that women would be far happier if they understood that the businesslike, matter-of-fact manner of their husbands is not always due to a lack of love but rather to ignorance and to masculine habit. Man, with his broader point of view, his varied interests, his age-long habit of receiving adoration and personal service at the hands of women, is apt to take all of this as a matter of course.

Tendency to Criticism.—Women are more critical

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than men. Because of the narrow outlook of their lives, they have learned to observe more closely, to pay more attention to trifles, and to be more affected by them.

It is for this reason that women are hurt and offended oftentimes by affairs so trivial that men cannot believe that the women are sincere. This makes men impatient and rather intolerant. Many a husband has seemingly reached the conclusion that his wife's injured feelings were the result of a mere mental attitude and were therefore not worth considering. Thus indifference springs up and the breach in mutual understanding, respect and love deepens and widens.

To the average man there is nothing so exasperating as to feel that mountains are made out of molehills, that he is being criticised, nagged, and scolded, and that his wife is being hurt, offended, and driven to tears over things so trivial to him that they often seem wholly imaginary.

This critical tendency in woman grows by what it feeds upon, and wise indeed is the woman who broadens her outlook and overcomes it. On the other hand, many a husband would have saved himself and his family great unhappiness if he had understood this feminine trait.

Sensitiveness.—Woman is finer-textured than man, naturally. Under the law of texture, therefore, she is far more sensitive and responsive. These qualities carried to an extreme only add to the troubles referred to under the preceding heading.

Men of hard consistency and medium or coarse texture find it very difficult to understand the extreme sensitiveness and responsiveness of their fine-

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textured wives. They have no appreciation of the refinement of torture inflicted upon these women by their coldness, their lack of sympathy, and their harshness.

If men understood how one sharply spoken word or one little, scarcely considered act of injustice, annoyance, or indifference could wound the refined natures of their wives, they would be far more considerate and both they and their wives would be far happier.

On the other hand, when the woman of fine texture understands herself, she will assert the really fine qualities of her personality and not yield to the injury and resentment which she knows to be due, not to any intentional harm on the part of her husband, but rather to a lack of understanding.

Suspicion.—Because women have lacked the physical power to protect themselves and their children, they have developed caution and suspicion. They could not afford to take chances. They could not afford to believe too readily or to repose too implicit confidence.

Contrary to a popular notion, women are less credulous than men, and therefore less trusting. The financial and commercial methods of the entire civilized world are based upon the confidence that men have in one another. On the New York Stock Exchange transactions involving millions of dollars are closed with a gesture or a nod of the head and action taken accordingly, and without even so much as a scrap of paper to represent the agreement.

Men trust one another and they trust women. Women sometimes trust men but rarely do they trust one another.

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When a woman does not have full knowledge, therefore, her suspicions are easily aroused. To a man this suspicion is oftentimes intolerable.

Positive and Negative Expression of Traits.—All of these traits of character are capable of both positive and negative expression.

Affectation may show itself in either courtesy, politeness, and the conventional social usage, or in insincerity of speech, and all kinds of artificial aids to hair, complexion and figure.

Deceitfulness may manifest itself either in tactfulness and diplomacy, or in treachery, slander and swindling.

Desire to surrender may appear in either harmless, charming coquetry or in morbid infatuation.

Love of constancy may show itself in either sane and sensible endeavors to hold a husband's affection, or in insane jealousy.

Desire to individualize is expressed in beautiful home-making or in entire absence of power to co-operate.

Desire to serve and minister to loved ones may take the form of either common sense, unselfishness, and proper care of husband, children, younger brothers and sisters, decrepit parents or others, or it may lead to a degree of servility and indulgence unjust both to the woman and to those whom she desires to aid.

Woman's conserving and administering tendencies may show themselves in wise economies in the home or in business, or they may result in penuriousness and the accumulation of wornout and useless clothing, furniture, and other junk.

The specializing faculty in woman may lead either

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to exceptional skill and wisdom in some one activity such as home making or some art, trade or profession, or it may make a woman narrow in both her views and her activities.

Desire to be admired and loved manifests itself either in proper care of the person, good taste in dress, charm in conversation and manner, and the cultivation of an admirable disposition, or in overdress, excessive ornamentation, painting and powdering, extreme coiffures, and bold, loud behavior for the sake of attracting attention.

Tendency to criticism and observation of trifles may make a woman a good buyer, a keen, accurate observer in scientific research of any kind, also an excellent judge of human nature, or it may make her mean, petty, fault-finding, and addicted to gossip.

A woman's sensitiveness and responsiveness may take the form of hypersensitiveness to imaginary slights, impulsiveness, sudden infatuations without judgment or deliberation, and extreme suggestibility, or it may make her refined in feeling, tactful, and sympathetic.

Suspicion in women is sometimes shown in wise examination of values before acceptance, or other wise precautions. In other cases it appears in the form of unfounded and unjust accusations against their husbands, lovers, or other women.

TYPES OF WOMEN

The man who expects to make an intelligent choice of a life mate should learn to distinguish between the different types of women and should know, as a result of self-analysis and analysis of his own prefer-

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ences and purposes in life, the type of woman best suited to him.

Maternal Type.—The passion of the maternal type of woman is her children and all that pertains to them. She is home-keeping and home-loving. All of her instincts are protective, providing and conserving. She is modest, gentle, kindly, somewhat retiring, quiet, sensible, domestic, industrious.

When the maternal instincts are uppermost in a woman's nature, she is very likely to regard her husband somewhat as if he were her oldest child, therefore to look after him, to watch over him, to wait upon him, and perhaps even to annoy him with her cautious anxiety for his safety and welfare.

Before marriage, the girl of this type shows her maternal instinct by her love of and interest in babies, kittens, puppies, and other young and helpless creatures. She may fill her conversation with stories about and comments upon the babies she knows.

It is well to bear in mind and be upon your guard against the fact that a woman may have a passionate maternal instinct without much knowledge of or practical capacity for child rearing and child training.

Society Type.—The society type of woman craves admiration perhaps even more than she does love. Her love nature is apt to find its expression in a desire for conquest rather than for a constant love relationship.

This type of woman is often extremely selfish. Her whole ambition is to make a display, to attract attention, to win social recognition for herself. Her home is to her merely a means for self-aggrandizement; her husband chiefly valuable as a provider of funds.

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Adventuress Type.—When a woman is exceedingly hopeful, optimistic, irresponsible, has a deficient sense of values and is somewhat lacking in respect for herself and for the opinions of others, she is by nature of the adventuress type. She has the gambling instinct. She likes to take a chance, and that she may take chances she demands a life of excitement. This excitement she often finds in unconventional ways, in seeking for unusual adventures.

Such women are frequently designing and crafty and may yield to the temptation to resort to discreditable means for attaining their ends.

The adventuress is sometimes a woman who has great energy, great physical and mental courage, and no legitimate outlet for her energy and aggressiveness.

Professional Type.—The woman who is forceful, practical, matter-of-fact, well equipped with energy, courage, judgment, will-power and intellect, the woman who is somewhat aggressive, broad-minded, and substantial in this modern age is very likely to enter upon one of the professions. She becomes a physician, a lawyer, a teacher, a business woman, a writer, or she enters upon some other vocation which until recently was monopolized by the men.

As you will see by this description of her qualities, the professional type of woman is somewhat masculine.

Commercial Type.—Many women, well equipped with all of the fine feminine qualities, have a most excellent sense of values. They are sensible, tactful and substantial. They are therefore especially adapted by nature to the work of buying and selling, advertising, finance, and management. If such

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women are kept in the home they manage the home in a businesslike manner but they find their best expression in commercial life, where they are oftentimes very successful.

Many an incompetent man is struggling along, making a little more than a living out of his business, too proud to accept the assistance of his wife who has a far better business head than he has.

Artistic Type.—The woman of the artistic type is characteristically the woman with the conical hand, with smooth fingers, conical tips, and a small, conical-tipped thumb. That is to say, she is emotional, romantic, sensitive, responsive, and often talkative.

Because of her lack of practical ideas and practical sense, she may be slovenly in her dress, dowdy in her own appearance as well as in that of her home, if she has one. She may leave a great deal to be desired on the part of a husband who loves cleanliness, neatness and order. Such men, however, may be able to find compensation for all of this in the fact that she is able to sing, recite or act divinely.

Clinging Vine Type.—Let us all be thankful that this type is no longer popular. It is not so very long ago that the clinging vine was the ideal, and many a woman who had all of the qualities of the oak, and whose husband had perhaps more of the qualities of the clinging vine than she did, was compelled to affect the helpless, inefficient, dependent character of this kind of woman.

Perhaps the last relic of this expiring fallacy is to be found in the hobble skirt, which was very successful in giving to its wearer an appearance of feebleness, helplessness, and dependence.

The woman who is naturally of this type is given

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to complaining and whining. She is not only unwilling to wait upon herself and others but is utterly incompetent to do so. She is of soft consistency and, if indulged in her selfishness and laziness, very easily becomes a chronic invalid.

Ideal Type.—There is a type of woman who is well balanced in her character. She is self-reliant. When she bestows her hand upon her husband he feels that she does so because she wishes his companionship, his love, and his coöperation in the creation of a home, and not because she has to find a provider and protector or starve to death.

She is studious, so that her judgment is based not upon that sublimated guess-work which some women call intuition, but upon knowledge. She therefore has unusual common sense. She is neither masculine nor effeminate but womanly in that womanliness which is first of all true to herself and then true to all others. She has well blended in her character the maternal, the domestic, the artistic, the social and the commercial qualities. She is capable of high and fine ideals but she is also practical and matter-of-fact.

This woman is rare, and happy indeed is the man who finds her.

DANGEROUS TRAITS

Men are so credulous and so easily deceived by appearances that they would do well to analyze carefully and understand the true inwardness of some of the feminine traits which appear to be most attractive to them.

Pouting.—The rosy, dimpled mouth which pouts so adorably in the young girl is well worth considera-

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tion. A mouth which droops at the corners indicates, as you know, discontent and dissatisfaction, which may very easily develop into complaining, whining, nagging, and scolding.

Dependence.—There is and always has been something appealing to the strong, courageous, self-reliant man in the helplessness and dependence of woman. I have often seen young men at a picnic permit the strong, athletic, capable girls to take care of themselves, carry their own wraps and baskets, and find their own amusements. All this because the men buzzed around and waited upon the helpless creatures who, with their tiny shrieks and nervous giggles, demanded protection from all kinds of nameless dangers. These needed to have not only their wraps and baskets but, often, their own precious persons carried. This all seemed very charming to the young men but perhaps they would have hesitated had they known that the dependence they so much admired might very easily become helpless invalidism.

Carelessness in Dress.—The girl who carelessly knots a scarf about her throat and sets a rakish little hat slantwise upon her roughened curls has a peculiar charm for many men. Her free and easy ways, the touch of picturesqueness in her attire, appeal to certain kinds of men.

The trait, however, is a dangerous one. Men are usually not sufficiently discriminating to recognize the difference between an artistically planned rakishness of costume appropriate to the occasion and a carelessness which, as the woman grows more mature, becomes slovenliness, sloppiness, and dowdiness.

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Imperiousness.—It seems to be great fun for some men to be ordered about by an imperious young woman, but it is far from pleasant for the average man to be ruled by a domestic tyrant; and it's often the independent, "bossy" girl who turns out to be the despotic wife.

Sarcasm.—A young and pretty girl who is sharp-tongued and witty, who makes satirical, brilliant remarks, often turns out to be an acrid, sarcastic scold in the years of her middle age.

These are only a few of the observations men must make if they are to be guided by wisdom. A little comparison of young girls and older women according to the science of character analysis and a little observation of the manifestations of their characters will give you a clew to many others.

Tears and Tantrums.—The physical and emotional natures of women as well as of men are very closely allied. In his splendid book, "Man and Woman," which I should advise both men and women to study, Havelock Ellis points out the fact that the chief difference between men and women, and the one which perhaps accounts for many other apparent differences, is the fact that woman's emotional nature responds more readily to stimuli than man's. As Havelock Ellis says, woman is more affectable than man.

Woman's physical being is subject to perfectly natural and normal disturbances more or less profound. These are reflected in her emotions. Men therefore should learn not to take too seriously all of her tantrums, tribulations and tears. They should remember that many a woman cries, not because she

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has been hurt, nor because she is grief-stricken, nor for any other external reason, but simply and solely because she feels like crying and wants to cry.

Just what he should do in order to make such occasions as little distressing as possible is sometimes a serious problem for even the man who understands. Sometimes the best and only thing to do is to leave the good woman alone until she recovers her equilibrium. At other times this would be a fatal fault. What is needed is good cheer and encouragement. Some women can be joked and laughed out of these moods. Others will respond only to petting and caressing. In some cases a combination of these and perhaps other methods will be found effective. The important thing is for the lover or husband to keep his own temper and his own calmness and equilibrium right side up with care and to administer the needed treatment with as great wisdom and tactfulness as he can command.

EXCELLENCES AND PROBLEMS OF MODERN WOMEN

Primitive women possessed the distinctive feminine traits in a much more marked degree than do modern women. Modern women have evolved to a higher plane. They are learning to coöperate. They value frankness and truthfulness. They are passing from narrow views to broad-mindedness and generosity, both in their judgment of others and in their administering of values. Indeed, with some women the pendulum is swinging to the other extreme. As a child long held in strict surveillance by its parents does not know how to use suddenly acquired freedom,

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so many women, with the loosening of the reins of masculine domination, have raced forward further than it is wise to go. The militant suffragette, the inordinate seeker after notoriety, and the woman who arrogates to herself broad license in sex relations are symptoms of the reaction following centuries of repression.

Men Need Knowledge and Understanding.—Men are not yet awake to the new developments in the lives and interests of their mothers, wives, sisters, and daughters. Their attempts to deal with the woman question remind one of a hen vainly trying to understand a flock of ducklings she is vicariously mothering. Women are plunging into a sea of untried experiences, while men look on helplessly, understanding neither the spirit of the movement nor the part they ought to play in it.

When men understand women as a whole, as the result of scientific study and instruction, then men and women will associate and deal with each other as human beings, and not as members of antagonistic sexes.

When the individual man understands the individual woman, his mate, and thus selects her according to enlightened judgment as well as personal attractiveness, when through mutual understanding their relations become harmonious and closely coöperative in all of the varied interests of both, then shall marriage cease to be called a lottery, then shall the mating of one man with one woman become far more commonly than now a divine and sure success—physically, intellectually and spiritually.

Financial Agreement.—A very large part of all of the troubles between husbands and wives occur as

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a result of misunderstanding and disagreement in regard to finances.

Some women are so extravagant and wasteful as to keep their husbands in a state of continual debt and distress.

Some women take charge of the family income and are so penurious and miserly with it as to leave their husbands without even decent clothing.

Some men make virtual beggars of their wives, compelling them to secure what little money they use in painfully extorted driblets.

Other men so waste and misappropriate their incomes as to cause their wives endless anxiety over the future, as well as a sad lack of necessities, conveniences and luxuries for themselves and their children.

There are other ways in which financial trouble between husband and wife may arise.

The only safe way to provide against anything of this nature is a prenuptial financial agreement, drawn up in duplicate and properly signed and attested by both parties.

Marriage is a union of souls, but it is also a business partnership; and there is no certain way to amicable relationships in a business partnership except a contract covering all important details of that relationship.

In the making of this contract both the prospective husband and the prospective wife should be guided by sound business sense and not by romantic sentiment. Both husband and wife have their needs, their wants, and their rights financially, and the contract should be drawn up in such a way as to protect the rights of both.

A Marriage Determination.—Whether or not

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you can take a solemn vow that you will love some other person until death, is a question I need not discuss here. Those who feel that they are able to take such a vow upon themselves are certainly privileged to do so without incurring criticism.

There are those who feel that, no matter how deep and sincere their love for another, they can promise that love will continue only so long as the object of it continues to be lovable, and that they cannot therefore in good conscience take upon themselves in all solemnity a vow which they cannot be certain of keeping.

The most successful of all of the marriage unions I have ever known is based not upon vows but upon the following mutual determination:

MY DETERMINATION

I determine

To look for and believe in a high and noble intent in all you say and do;

Ever to put the best construction upon your words and actions;

To give you, gladly and cheerfully, absolute freedom from arbitrary restraint or coercion;

To anticipate, as far as possible, your wishes;

To take up for you, every possible burden, and carry it with joy;

To drop all non-essential differences of opinion;

To be calm and open-minded on essential differences, willing to wait until you shall agree;

To give the good-natured answer—or silence—always, when spoken to harshly—if such a thing should ever happen;

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To be true to you in thought, word, and act;

To be frank and honest with you in everything, giving you my absolute confidence;

As far as in me lies, to live up to your ideal of me and meet your expectations of me;

To hold our mutual love as the most sacred thing in life, to be guarded, preserved, and cultivated at all possible cost.

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LESSON NINETEEN

CHARACTER ANALYSIS IN SALESMANSHIP

"Salesmanship," says Arthur Frederick Sheldon, perhaps the greatest authority on the subject, "is coöperation, not conquest."

Again, to quote the same authority, "Salesmanship is persuasion."

You are not alone in the world. You could not live if you were alone. You are touched on every side by fellow creatures. You are not and cannot be independent of them, no matter how powerful you may be.

Your success and happiness in life, irrespective of your age, sex, race, nationality, occupation and position, depend upon your power to coöperate with others and to secure their coöperation with you.

Who Are Salesmen?—If you are a day laborer you obtain your job by persuading your boss. You continue to hold your job by continuing to persuade him to coöperate with you to your advantage.

If you earn your living as a farmer, manufacturer, author, artist, needle worker, or as any other one of many, many members of the producing class, your success depends upon your power to persuade other people to purchase, at a profit to you, what you produce.

But your continued power to persuade will depend upon your power to coöperate in such a way as to

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make your mutual relations profitable to them as well as to you.

If you are a lawyer, preacher, politician, legislator, jurist, orator, lecturer, or actor, your entire success depends even more directly upon your power to persuade others. Here the persuasion must be double in its nature. You must persuade others to accept the truths or opinions which you espouse, and in addition must persuade others to accept your services and to remunerate you for them. To this end, you must also coöperate and secure coöperation, so that those who pay over their money will feel that they have received their money's worth.

If you are a merchant, a retail salesman, a traveling salesman, if you are handling a specialty, if you are marketing stocks and bonds, if you are a newsboy, if you are a solicitor for a railroad, for an advertising agency or for any other enterprise, then you are a professional salesman and your occupation consists almost wholly of persuading others to bring their minds into agreement with your mind with regard to the purchase of what you have to sell.

If you are a teacher dealing with pupils or a parent dealing with your children, if you are in society dealing with your social equals, if you are a social worker striving to bring about better social conditions, if you are a husband or a wife, if you are a member of a family in which there are brothers and sisters, a father and a mother, in any and all of these cases, the harmony and happiness of your life depend upon your ability to coöperate with others and, by persuasion, to secure their coöperation.

It is clear, in the light of the foregoing, that every one is in a sense a salesman. In other words, every

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one must use his powers of persuasion in order to secure the coöperation of others.

Salesmanship is Knowledge of Human Nature.—Now, salesmanship is in its essence an application of knowledge of human nature. This is almost too obvious to need explanation. If you are to persuade other people to do the things you want them to do, you must understand their natures, you must know what are the psychological steps in persuasion and what particular form of persuasion is adapted to each individual.

You already know from experience that it is impossible to drive some people; that they must be very gently coaxed and very diplomatically influenced. You know, on the other hand, that there are others whose wills are so indecisive that it is necessary to make their decisions for them and, in that sense, to drive them. This is but an example of what you already know in regard to the differences between individuals in this matter of persuasion.

The mind of each individual human being responds in its own way and in its own degree to every influence brought to bear upon it from the outside. The mind of each individual also responds most readily to a different set of influences from every other mind.

These things are true, but if this were the whole truth then the task of the salesman, of him who would persuade others, would be well nigh impossible.

But human beings are far more alike than they are different. While different minds respond to different stimuli and in a different way to the same stimuli, yet all human minds work in essentially the

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same way. If this were not true, human intercourse would be almost impossible.

It is because of this similarity in the mental processes of people that practical psychologists have been able to formulate laws and principles underlying persuasion and salesmanship.

Sheldon's Mental Law of Sale.—Perhaps one of the most important of all of these laws is the mental law of sale formulated by Mr. Sheldon. This mental law of sale is as follows:

"Favorable attention properly sustained changes into interest. Interest properly intensified becomes desire. Desire properly augmented ripens into decision and action."

Favorable Attention.—According to this mental law of sale, which the repeated experiences of thousands of salesmen have demonstrated to be true, the first step in persuasion is the gaining of *favorable attention.* And in the taking of this first step we are confronted with the truth that that which will gain the favorable attention of one man arouses only the unfavorable attention of another and is treated with utter indifference by a third.

A richly beautiful gown gains the favorable attention of a fashionable woman instantly and as far as she can see it. The same gown arouses bitter opposition and the most unfavorable attention on the part of a person who considers ornamentation in dress sinful. Such a gown is passed by with utter indifference by many people who are interested only in abstract ideas.

In order to gain favorable attention, the first step toward a sale, therefore, you must know something

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of the character and preferences of the individual you wish to persuade.

Interest.—Interest is even more vitally personal and individual than favorable attention. We grant our attention to a thousand and one things daily which do not particularly interest us.

According to the dictionary, we are interested only in those things which at least seem to promise some advantage or disadvantage to us personally.

In order, therefore, to arouse this feeling it is necessary to know the individual even better than for gaining favorable attention.

The average man is always perfectly willing to talk about the things that interest him, the things with which he is working or playing, and a knowledge of the individual will enable the salesman to determine with a fair degree of accuracy what these things are in the case of any given individual.

Desire.—Desire is aroused only when the interest which sees a possible advantage is finally made to feel that the advantage is real and of some account.

Those who have become expert in appealing to the public for patronage have long ago discovered that it is a waste of time, effort and money to attempt to arouse desire except by making plain, either to the intellect or to the emotions, or both, a direct and considerable personal advantage in the proposition offered.

Nor is such a desire when aroused sufficient for the purposes of successful persuasion or salesmanship. The desire must become strong enough and insistent enough so that the person is willing to *pay the price* named.

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This principle holds true no matter what the form of proposition offered. In this universe the law of compensation is supreme. Everything worth having has its price, and in order to attain it this price must be paid—not always in money, but either in money, in effort, in time, or in sacrifice of some kind.

In a universe where law is supreme you never get something for nothing.

It is because every desirable thing thus has its price, and because the more desirable it is the higher the price, that desire must be increased until the prospective purchaser wants the thing offered more intensely than he wants the price.

Individuals not only desire different things but they desire them for different reasons. One man wants a life insurance policy because he considers it an investment; another because he thinks it will help him to save money; another because he loves his wife and children and wishes to provide for them; still another because his pride will not permit him to take chances upon leaving his wife and children unprovided for. The life insurance salesman must be able to recognize these different types of men and to present his proposition to them in a way that will intensify these desires to the point of decision and action.

Decision and Action.—Decision and action come about in a far different way and in response to far different stimuli in different individuals. One man decides quickly and, once having made his decision, there is no appeal. Another man decides only after painful wavering and, once he has decided, may reverse his decision several times. Still another man

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makes up his mind slowly but, having made it up on a careful consideration of all the facts, refuses to hear any further discussion. Many men dislike having to make a decision and are relieved when someone makes it for them, especially if their pride is saved by the tactfulness of the salesman. By leading his " prospect " to make up his mind about some little unimportant detail the salesman relieves the buyer of the necessity of deciding to purchase and yet does not seem to take the decision out of his hands.

There are many people whose will-power is so weak that they are incapable of making any important decisions themselves, and are rather relieved than otherwise when a stronger nature takes the burden off their shoulders and makes the decision for them without mincing matters.

Thus, from the very first step in the sale to the conclusion of the transaction, the one fundamental necessity is knowledge of human nature and of the preferences, desires, methods of thought, tendencies, abilities and weaknesses of each individual " prospect " and customer.

The most natural application of the Science of Character Analysis by the Observational Method to salesmanship, for the purposes of study, can be made by taking up the nine fundamental variables, one by one. For the purposes of practice, however, every individual is a combination and can be understood and dealt with only by understanding the significance of his particular combination. A study of the nine variables in this connection will greatly assist toward that end.

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COLOR

The Blonde.—Beginning, therefore, with color let us inquire in what way it would be best to attempt to gain the favorable attention of the blonde, to arouse his interest, to kindle his desire, and to bring about his favorable decision and action. Then let us proceed to make the same inquiries regarding the brunet.

Since the blonde is quick, positive, enthusiastic, eager, and hopeful, his favorable attention will be most easily gained by that which appeals to his enthusiasm. Enthusiasm begets enthusiasm, and the salesman who is full of eagerness and optimism therefore finds a warm reception when he comes in contact with blonde "prospects."

The blonde makes acquaintances readily, is quick and adaptable. He is willing to take a chance. It is therefore easy for the salesman to introduce a certain amount of intimacy into their relationships at an early stage.

The blonde is interested in material things. He is aggressive, driving, speculative, and therefore progressive. He will be interested in anything properly presented to him which promises material and practical improvement over old methods. The blonde is also intensely interested in himself and in anything which is calculated to advance him individually.

In creating desire in a blonde, remember his fondness for display, for publicity, for power.

In bringing the blonde to decision and action, remember that he loves power and will therefore prefer to make his decision himself or at least to feel that

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he has made it himself. Remember that he is quick and responsive and will therefore probably make a decision quickly, but that he is also changeable. Therefore strike while the iron is hot. Secure his decision while he is enthusiastic, because his enthusiasm quickly evaporates and you may never be able to arouse it again. Once the blonde has decided, take whatever measures are possible to fix his decision so that he cannot change it and will not desire to change it when his enthusiasm has cooled.

The Brunet.—In dealing with the brunet you have quite a different task before you. The brunet is serious, prudent, lacking in effervescent enthusiasm, inclined to be pessimistic. He is much slower in all his reactions than the blonde. He is also conservative, dislikes change, and is inclined to be somewhat narrow.

In securing the favorable attention of a brunet, therefore, you may find it necessary to talk to him first about his children, his family, his friends, his flowers, his pets, his philosophy, his religion, and thus gain his confidence.

The brunet is interested more in the people and the things he loves than is the blonde. His home, his family, his farm and garden, his possessions of whatever kind, all offer you a point of contact and an opportunity to arouse interest in the brunet.

In intensifying interest you will find the brunet less influenced by enthusiasm than by a careful explanation of the advantages to be gained, and not altogether the material advantages. It is safe to elaborate to a greater or less extent upon the sentimental advantages.

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In arousing the desire of a brunet, remember that his desire is for comfort, for ease, for love, for affection, for religious ideals and for leisure. Bear in mind also his natural tendency to thoughtfulness, to study, to concentration, to philosophy.

You will therefore take more time with the brunet. You will appeal to his sentiments. You will especially appeal in every way possible to the desires I have named.

In decision and action the brunet is not speculative, is not so ready to take a chance as the blonde, but is more prudent and cautious. At the same time, he is more inclined to be submissive and to permit the domination of others. It is therefore possible, by the use of tact, to make his decisions for him.

Once his decision is made, his constant nature tends to make the decision permanent. It is therefore not so dangerous to give the brunet time to think the matter over. In some cases you will find it impossible to bring the brunet to a decision without giving him this opportunity.

FORM

The Convex.—In dealing with the convex never forget his impatient, impetuous, energetic, practical, matter-of-fact traits of character. Present your proposition to him as briefly as possible. Since he sees well and wants to see, give him something to look at. Show him a sample of your goods or, in the case of an intangible proposition, put a statement of facts and figures before him. If you cannot show him the goods, show him a picture of them. In

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short, in the most concise, tangible and practical way possible, place the facts before him.

The convex is interested in that which is material, in the things he can see, hear, taste, smell and feel. His interest in other things may be aroused but it will have to be through his interest in material things.

The desire of the convex is for that which is useful, practical, something that will save labor or time, something that will give vent to his impatient energy, something that will enable him to accomplish more in a given time and with a given effort. Meet him on this ground, no matter what your proposition, and he will be interested and you will have an opportunity to arouse his desire.

The convex makes his decisions very quickly. You must therefore present your proposition and make clear its advantages before he has an opportunity to make an adverse decision. The convex is also enthusiastic, and enthusiasm on your part will help the cause along, but you must beware lest your enthusiasm tempt you to talk too long, or you will spoil everything.

The Concave.—The concave thinks and acts slowly and with deliberation. Before he moves he demands not only to know the facts but to know the reasons for them. He wishes to know not only the advantages of your proposition but the theories upon which it is based. Therefore anything which appeals to his reasoning powers, anything which sets forth an attractive theory, gains the favorable attention of the concave.

The concave is oftentimes not particularly interested in facts and figures but will listen intently while

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you explain to him the laws of cause and effect involved in your proposition.

Concave people are mild, easy-going, have moderate or deficient energy. If your prospect has a concave mouth, he is a hearty eater and enjoys the good things of life. You will therefore find his desire centering around the things which minister to his physical comfort, to his love of ease and leisure, to his imagination, and to his love of the theoretical and abstract.

Your concave person is slow in making decisions. He absolutely will not be rushed, and if you attempt it he is likely to give you a negative decision from which it will be very difficult to move him. At times he is exceedingly obstinate and stubborn, notwithstanding his mildness and good nature.

It is therefore the part of wisdom to give the concave plenty of time, to let him make his own decisions, especially if he has a concave chin, and to give him plenty of time to think matters over if he so desires.

STRUCTURE

Mental Type.—Anything which is intellectual, philosophic, scientific, literary, educational or theoretical appeals readily to the mental type. Naturally you will need to use some care in choosing the one of these which will most readily gain his favorable attention. This you can do, partly by noting the type and shape of his forehead—whether it is practical, scientific, inventive or philosophical—and partly by careful observation of the indications shown by other variables. A little judgment and

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the application of logical reasoning will give you your cue.

Those of the extreme mental type are little interested in creature comforts and luxuries. Neither do they care greatly for athletic or industrial affairs. If their heads are high—and they usually are—idealistic, humanitarian, artistic, or sentimental appeals may be safely made to them.

The individual of extreme mental type is very liable to be absent-minded and, unless you take great care to keep him interested, you will find his attention wanders from what you have to say. His intellectual grasp and acuteness may give him an insight into what you say long before you finish. Be careful, therefore, not to bore him with too long explanations or too many details. If he is interested in your theories, explain them to him, but the moment you see that he grasps your idea pass on to the next point.

The Motive Type.—The best way to gain the favorable attention of the motive type is to place a bit of machinery or some mechanism before him and show him how it works. If he is of fine texture, use a fine and delicate bit of machinery. If he is of coarser texture, use a larger and heavier mechanism.

Every proposition cannot be presented in this form, but this is a safe criterion for the motive type. His favorable attention is quickly gained by that which works, that which moves, and if you cannot place a moving mechanism before him, then paint the picture of motion with words.

The motive type is interested in transportation, manufacturing, construction, athletics, the open air, outdoor sports and activities of every kind. Here,

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then, is your point of contact. Use some subject of this kind, chosen with judgment and a consideration for the facts as you know them, as a starting point and then diplomatically lead your prospective purchaser of the motive type to your own proposition.

In bringing a prospect of this type to decision and action, bear in mind his love of liberty, his desire for independence and freedom. Make him feel that he is free to do as he chooses, and therefore that he is making his decision for himself and on his own initiative.

The Vital Type.—In dealing with the vital type, let this be the keynote of your thought: This man is good-natured and genial but is inclined to be selfish. He likes the good things of life for himself. He likes comfort and ease. He prefers to direct the work of others rather than to do any hard mental or physical drudgery himself. He is calm and judicial in temperament. He has a keen sense of values.

With this in mind, and by the use of ordinary common sense, you will be able to adapt your appeal for favorable attention to your vital prospect. You will show him how what you propose will add to his comfort or to his well-being. You will skillfully show him a picture of himself enjoying the luxuries you offer or you will play upon his keen sense of financial values and make clear to him the financial profit, for himself, involved in the transaction.

As a general rule, it is safe to laugh and joke with those of the vital type, and thus gain their favorable attention. But, however much you laugh and joke, never lose sight of the fact that the vital type has a keen sense of his own advantage in any

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proposition and, having the judicial mind, is not easily stampeded or led away by mere enthusiasm.

The individual of the vital type will appreciate it if you can find it in your way to do him a service, however slight. While the man of the mental type is too absent-minded to notice your attention to his comforts and your efforts to relieve him of exertion, and while the man of the motive type is too independent and active to wish to be waited upon, your prospect of the vital type will be impressed and pleased by your zeal in providing for his comfort and in offering him courtesies which relieve him of effort. It is not always safe to invite an intellectual mental or a dyspeptic motive to dinner with you to discuss the proposition, but it is perfectly safe and advisable to talk business with the vital type after he has partaken of a hearty meal.

The man of the mental type may not know—or may soon forget—whether you help him on with his coat or not, and he will prefer to do any writing or calculating for himself. The man of the motive type prefers to put on his own coat and would probably prefer to do his own writing and calculating. But you cannot do too many of these things for the vital type.

TEXTURE

Fine Texture.—The favorable attention of a fine-textured person is a delicate and fragile thing. While it is very easily gained by the right kind of appeal, it is also very easily lost by anything which savors of coarseness, vulgarity, ugliness or offensiveness.

The fine-textured person is wonderfully respon-

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sive, and therefore must be approached delicately, tactfully and diplomatically, lest anything in the nature of harshness or heaviness should wound his sensitive feelings.

In an argument it is not necessary to hammer a person of this type. Delicate hints and suggestions are far more effectual.

The fine-textured person is interested in everything that is beautiful, especially in fine, small, dainty, beautiful things. If he is intellectual, he is interested in poetry and all kinds of fine and beautiful thoughts and sentiments. This is especially true if his intellect is of the poetical, dreamy type, as evidenced by brunetness and a concave forehead. If he is of the practical type, as indicated by a convex forehead, then a combination of beauty and usefulness will most appeal to him.

In presenting your proposition, therefore, no matter what it may be, make your presentation as tactfully and as diplomatically as possible, and if there is any possibility of calling attention to the fine, beautiful features of your proposition, do not neglect this most important appeal.

Medium Texture.—With individuals of medium texture you may be a little more direct and a little more forceful in your methods, as they are not so sensitive and responsive as the fine-textured.

Coarse Texture.—In dealing with coarse-textured people the delicate hints and veiled suggestions which are so effective with those of finer grain will not avail. Straight-from-the-shoulder blows are what count with the coarse-textured. Put vigor, directness and masculinity into your methods.

Some coarse-textured persons, especially those

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with a very large development of the base division of the cranium, live so much in the animal, physical world that in order to influence them it is necessary sometimes to deal with them with a brutal frankness that amounts almost to physical force. It is useless to try to appeal to anything fine and idealistic in such people because they are deficient in the qualities which respond to such appeals.

Show people like this some direct, tangible, physical or material benefit they will personally derive from your proposition, and you will awaken their interest, arouse their desire and, if you have sufficient personal vigor of mentality and will, bring them to a quick decision.

CONSISTENCY

Hard Consistency.—In dealing with an individual of hard consistency great tact and diplomacy are necessary. People of this type are extremely obstinate. They very quickly resent any attempt to force them to decision or action and, once their resentment is aroused, it is almost useless to attempt any further persuasion.

Appeals to sympathy or to the finer sentiments with people of hard consistency will usually fail. That which most vitally interests them is their own immediate advantage. If they are avaricious, nothing will arouse their desire unless it promises a means either to make or to save money. If they are proud—as they often are—they may be persuaded to purchase things that will minister to their pride. If they love power—as they most frequently do—then you will find them ready to take action which

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they are persuaded will add to their personal power.

People of hard consistency are selfish and you will waste your time and effort if you try to appeal to them with any proposition that does not contain a very strong element of personal advantage for them. This is especially and particularly true when, in addition to hard consistency, they are also rigid in flexibility. These are amongst the hardest people in the world to persuade by any kind of appeal. Your only hope is so to arouse and give direction to their hard, driving, crushing energy as to make them think and feel that they are having their own way.

Elastic Consistency.—Your appeal to people of elastic consistency must be made in accordance with the combination of other variables. That is, they must be appealed to, not as elastic, but as blonde or brunet, convex or concave form, etc.

Soft Consistency.—Those of soft consistency are easily impressed and easily influenced. The difficulty in dealing with such people is not so much to persuade them as to prevent their being persuaded to the contrary by someone else the moment you leave them. Since they are deficient in energy also, it is very easy to persuade them to attempt far more than they will ever do.

Very often people of soft consistency agree with all you say and even appear to grow enthusiastic over your proposition. But they cannot be brought to a decision or to any definite action. Such people agree with you because they haven't the mental energy or will-power to oppose what you say or to express their own opinions and desires, but they can sometimes be exceedingly stubborn about taking action in accordance with your wishes.

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It is easier to interest those of hard consistency in stones, steel, iron, hard wood and other hard and heavy substances than in that which is soft and fine. Conversely, it is far easier to interest those of soft consistency in silks and satins, feathers, laces, cushions, upholstery and other things that are soft and fine than in that which is hard.

Therefore, no matter what you are selling, do not make the mistake of calling the attention of a hard person to its softness or of a soft person to its hardness.

If you are a clothing salesman and a man of hard consistency asks to see a suit, show him one of hard-woven material and call his attention to its hardness and durability. If, on the other hand, a man of soft consistency wants to see a suit, show him one of soft, fine material and call his attention to its softness.

If you want a man of hard consistency to do something, show him the difficulties and tell him that it is because of them you are calling upon him to do it. If, on the other hand, you want a person of soft consistency to do something for you, impress upon him how easy it is.

Follow out this same method in dealing with people of different consistencies.

PROPORTION

A study of proportion offers many valuable hints to the salesman and to everyone else who wishes to persuade others.

Masculine Proportions.—Masculine proportions indicate masculine traits and call for leading, coaxing, suggestive methods rather than any attempt to

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coerce or drive. The masculine temperament is so aggressive and so positive that it demands to rule and to make decisions for itself and for others. Therefore you will succeed best with people of this type, whether men or women, by adroitly and diplomatically leading them and giving direction to their positive energies.

People of this type are practical, matter-of-fact, material. They will respond best to appeals made to their senses. They naturally wish to be shown and demand facts.

Many people of this masculine type are exceedingly susceptible to praise. You must be sure that they are thus susceptible before attempting to make use of this method.

When you deal with a man or woman with a short upper lip and full crown, do not hesitate to praise him or her, diplomatically if of fine texture, or very frankly and directly if of coarse texture. You will also find that any possibility of winning the approval and the praise of others appeals to this type very strongly.

On the other hand, you will nearly always ruin your chances for success if you attempt flattery with the person whose upper lip is long and stiff, especially if he is of the practical, matter-of-fact type. What such a person demands is facts and not flattery, and any attempt to influence him by praise is liable to arouse his suspicions and put him on his guard against you. In some cases he will even be offended.

Wide Heads.—Head shape is also a very valuable index to the salesman. The wide-headed individual is positive, energetic, easily angered, and must be

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handled with gloves. He is naturally inclined to be antagonistic, and great care must be exercised not to do or say anything that will arouse his antagonism. It is with wide-headed persons that you will find the law of non-resistance most advantageous. Do not argue with such people but agree with them, and then gently and diplomatically draw their attention away from the disputed point to a point upon which there can be no dispute.

Wide-headed people are prone to offer objections to your proposition. In answering such objections the best method is to say something like this: "You are right, Mr. Blank. I agree with you that such and such is the case. Permit me, however, to draw your attention to something which you have perhaps overlooked." In dealing with such people you will also find it advantageous to discover and, as far as possible under the circumstances, to appeal to their preferences and prejudices.

Narrow Heads.—The narrow-headed individual is mild and easy-going and, as a general rule, is easily persuaded. The narrow-headed man will also listen to and be influenced by argument, while the wide-headed man will not. Beware, however, lest your narrow-headed man have a high crown. He is then obstinate and, while he may not offer active opposition to your proposal, will nevertheless quietly and passively resist all attempts at either coercion or persuasion.

High Heads.—The high-headed man responds most easily to idealistic appeals. If his head is high at the top, he is optimistic, hopeful and speculative. He is also inclined to be credulous. You can, therefore, paint the picture for him in glowing colors,

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If, on the other hand, his head is high in the crown, he will be dignified and possessed of considerable firmness.

If, in addition, his head is square behind, he will be cautious and conservative. It will therefore be necessary to quiet all his fears and misgivings, to make perfectly clear and plain to him that he is taking no chances. It will also be necessary, where circumstances require, to appeal to his sense of justice and his common sense. He especially resents any proposition which seems to him to jeopardize his moral and ethical principles. On the other hand, if you can convince him that the desired course of action is his duty, chains of steel and bars of brass cannot keep him from doing it.

Low Heads.—The low-headed man, on the other hand, while he may be skeptical as to the advantages to be gained from your proposition, is troubled by no idealistic or conscientious scruples. Nor can you influence him by attempting to appeal to these motives. The safest and surest way to secure his cooperation is to show him some practical, material advantage to himself.

Long Heads.—The long-headed man forms his decisions and takes his actions after careful thought, especially if, in addition to being long, his head is also square. The long-headed man will therefore want to know the reasons as well as the facts. He will be more interested in the advantages to be gained in the long run and for the future than in mere temporary profit.

The long-headed man also loves his fellow men, his family, his friends, his employés, his customers, his pupils, his clients, his patients, those with whom

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he associates in any relationship. The bearing of any proposition upon his relationships with others and the advantages which any proposition offers to those in whom he is interested will both influence him strongly. If he is high-headed as well as long-headed, then anything which looks toward the education and uplift of humanity will receive his cordial and favorable attention.

Short Heads.—The short-headed man is selfish and grasping, and if his head is also round—as it frequently is—he is cunning and impulsive. He is also short-sighted and is not likely to listen with any very great favor to a proposition which does not offer immediate returns to his direct personal advantage. There is no use appealing to the social instincts of a short-headed man, because they are mostly deficient. His natural tendency is to jump in and snatch quickly and impulsively the thing that he wants to-day and for to-day.

Base Division of Cranium.—Those with predominant base division of the cranium love animal comforts. They are ruled by their appetites and passions. They must be appealed to purely on the physical side and will listen only to those who offer things which are of immediate physical value to them.

Middle Division of Cranium.—Those who have a predominant development of the middle division of the cranium live in the material world. They are interested in material things. They are keen, alert, practical, matter-of-fact, energetic, and affectionate. While they have an eye to their own personal advantage, they are not without consideration for the rights and privileges of others. They are especially

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amenable to suggestions regarding the well-being of those who are near and dear to them in any way.

Top Division of Cranium.—Those who have a largely developed top division live in the world of thought, ethics and religion. While they may not be entirely lacking in animal and material tendencies, the strongest appeal to them is always that which has in it an element of the ethical or spiritual. They are far more likely to buy beefsteak because it will enable them better to perform their duties in the world than because it tastes good.

Front Section of Head.—Those who have a largely developed front section of the head think and reason, observe and compare. They are intellectual, are interested in intellectual affairs, and are amenable to appeals to their intellects.

Temporal Section of Head.—Those with the temporal section of the head largely developed are sympathetic, credulous, religious and speculative. If the sides of this section are also well developed, they have keen financial desires and abilities. Appeals to them can therefore be made along any of these lines.

Crown Section of Head.—When the crown section is well developed, persuasion must be tactful and diplomatic, lest stubborn resistance be aroused. Appeals can safely be made to dignity, to self-esteem, to love for the approval of others, to sense of duty and, if the crown be square, to prudence.

Back Section of Head.—When the back section of the head is well developed, the salesman makes no mistake in appealing to his prospect's love for his family and friends and his desire to provide for and protect them. He will also find it advantageous to establish relations of friendship with him, because

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such an individual is fond of his friends, is true to them, and prefers to do business with them.

EXPRESSION

Expression is one of the most important variables for the study of those who wish to persuade others. The successful salesman, the attorney who succeeds best in his appeals to the court and to the jury, and all others who are most persuasive in their methods, depend to a very large extent upon their knowledge of the indications of expression.

Expression of the face shows whether their appeal is being made to the right motives or not. A little change in the expression of his customer's eyes, and the salesman instantly changes his method or the subject matter of his talk. A little movement of the hand or head indicates to a salesman that his prospect agrees with him, and he pushes his advantage.

The Psychological Moment.—Perhaps the most important phase of expression in salesmanship, however, is that which indicates the arrival of what has been called the psychological moment.

Perhaps more sales have been lost and perhaps more attempts at persuasion have resulted in failure because of too much talk than because of too little. There is a powerful and to some an almost irresistible temptation to talk too long, to present too many arguments, to offer too many suggestions. Many a person has talked his man into a thing and then, not knowing that he has succeeded, kept on until he talked him out of it again.

Now, it is well known to salesmen and many others that there is an instant of time when he who is being

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persuaded throws down the bars of opposition and comes to a favorable decision. This is the precise moment to stop talking and act, to get the signature on the dotted line, or in some other way to crystallize the decision.

In the great majority of cases there is no way of telling when this psychological moment arrives except by a study of expression. It may be an expression of the eyes. It may be an almost imperceptible nod of the head. It may be a movement of impatience in the shoulders or hands. But, in whatever way it is expressed, it is the signal to the wise salesman for immediate action.

CONDITION

While it is the best policy to keep yourself, your store and your goods in first-class condition, it is absolutely imperative to do so if you desire to win the favorable attention of those whose bodies and clothing are kept in good condition.

There is a reasonable limit to the amount of time and money you can profitably spend in maintaining a superior condition if those whose patronage you seek are inclined to be slovenly and careless in their appearance, and you may be successful in disposing of goods not in first-class condition to such people because they are not fastidious.

An attorney who is careless of his appearance may appear before a judge who is also careless, without prejudice to his cause, but it is taking long chances for an attorney to appear before a fastidiously groomed judge in anything but the best of condition.

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THE FEATURES

The Credulous Eye.—The features are well worthy of a salesman's study. The individual with a wide-open eye and high-arched eyebrows is credulous, will easily believe what is told him in an impressive way. Your task with such persons is not so much to convince them as to persuade them to act upon their convictions, and also to keep them steadfast, since they are just as easily convinced by your competitor as they are by you.

When the eye is closed with thick and heavy lids, indicating powerful appetites and passions, do not make the mistake of trying to appeal altogether to higher sentiments, but take notice of the other variables and qualify your attempts at persuasion by showing the physical and material advantages of your proposition.

Mirthfulness.—If the eyes are partly closed by mirthfulness and you see the characteristic wrinkles at the outer corners of the eye, do not be afraid to open negotiations by a joke or two, gauging the quality of your jokes by the texture of the individual. The fine-textured person appreciates fine and delicate points of wit and humor. The coarse-textured person laughs loudly and heartily at coarse, broad humor.

Noses.—When your prospect has the large, high, aggressive, masculine form of nose, do not make the mistake of trying to drive or coerce him. His positive energies have only to be led and directed but will fly the track instantly if you try to drive him.

On the other hand, the small, low, negative, passive nose needs urging and a little pushing. In fact,

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if the nose is extremely small and low, the individual needs considerable pushing and even driving in order to arouse and stimulate his deficient energies.

When the nose is long and large at the tip, you have an indication of mental qualities. If the tip is depressed, the individual is pessimistic. If it is tilted up, the individual is optimistic. In attempting to persuade those with the large tip, therefore, your course of procedure will be determined by its upward or downward tendency.

If the tip is tilted downward, the individual looks on the dark side of everything. Your cue, therefore, in dealing with a person of that kind is carefully to avoid saying or doing anything that will arouse his pessimistic antagonism. It is well to be cheerful and hopeful when talking with such people, but care must be taken not to paint the picture too brightly or they will naturally take the opposite view. Great care must also be taken in meeting their pessimistic objections. Too bald an assertion that their objections are mistaken arouses bitter antagonism. In some cases it seems to be taken almost as a personal affront. A better way is tactfully to put aside their objections and to call their attention to the features of your proposition which make a more fortunate impression.

On the other hand, you cannot paint the picture too bright for the optimistic, hopeful individual whose nose tilts upward. He is not only hopeful but he likes to be hopeful and resents any attempt to throw cold water on his hopes. If you are a salesman, your principal difficulty with people of this type will be to keep them from purchasing more than they

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need, or desiring more than they can afford to purchase.

A Stiff Upper Lip.—The long, stiff upper lip indicates firmness and even stubbornness and resistance. When found in combination with a high crown and hard consistency, it indicates an individual whose opinions are exceedingly well fixed, whose prejudices resist the most artful persuasion, and whose desire and determination to have his own way are so strong that your only hope is to make him think and feel that your way is his way. Such a person must be permitted, as salesmen say, "to sell himself." The best method in dealing with him is to place the facts and arguments before him and let him make his own decision.

A Short Upper Lip.—When the upper lip is short, one of your strongest bases of appeal is that your proposition will win for your prospect the approval of others. You can also gain his favorable attention and his interest most readily by just praise, tactfully and diplomatically administered. If the individual's upper lip is very short, there is not so much need of tactfulness but the praise can be lavished upon him in a considerably raw state. This is especially true if his texture is coarse.

The Hands and Fingers.—While it is not advisable for the salesman to make an invariable rule of shaking hands with his prospects, it is well to do so in as many cases as possible. This gives him an opportunity to judge of the texture, flexibility and consistency of the hand, also of its temperature, its shape and the setting of the thumb.

In addition to these observations, a glance at the

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hand will show whether the fingers are long or short; whether the tips are conical, square or spatulate; whether the fingers are knotty or smooth; and whether the hand is white, pink, red, or yellow.

The more conical the hand, the more pointed the fingers, the smoother and shorter the fingers, the smaller the thumb, the finer the texture, the softer the consistency, and the more pliable the flexibility, the more easily influenced is the individual and the more is he influenced by sentiment, beauty, romance and such intangible considerations.

The squarer the hand, the longer and more knotty the fingers, the squarer the finger tips, the larger the thumb, the harder the consistency, the more rigid the flexibility, and the more nearly medium the texture, the more difficult to persuade is the individual.

Square hands and square finger tips demand facts and insist upon seeing the practical and useful application of your proposition. Knotty fingers indicate a desire for the reasons for things. People with such fingers are slow to accept new ideas, and yet are not impervious to them if adequate reasons are presented.

People with long fingers want to know all the details and are very minute in their examination of a proposition. It is necessary to give them plenty of time.

If the finger nails are short, such people are also exceedingly critical and argumentative. Nor is there much use of arguing with them, for they are apt to argue merely for the sake of argument. The best way to do is to agree with them and then tactfully to draw their attention away from the disputed point to some further advantage of your proposition.

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People with large, well-set thumbs have plenty of determination of their own; therefore would resent any attempt on your part to make a decision for them. People with small thumbs, on the other hand, have weak wills and rather depend upon you to make their decisions for them.

This résumé of the nine variables and of other indications of character and the methods of appeal in each case shows you how to use what you have learned in persuading other people. Study and practice will naturally add to your facility in making this application.

The Essence of Salesmanship.—In closing let me remind you that no sale is a good sale unless it yields a profit of some kind to the buyer as well as the seller.

While the Science of Character Analysis by the Observational Method places in your hands a means by which you might easily persuade others to their disadvantage, you will never knowingly do it so long as you keep in mind the truth that your own highest, permanent advantage is that which is also advanta geous to those with whom you deal, no matter what may be your relationship with them.

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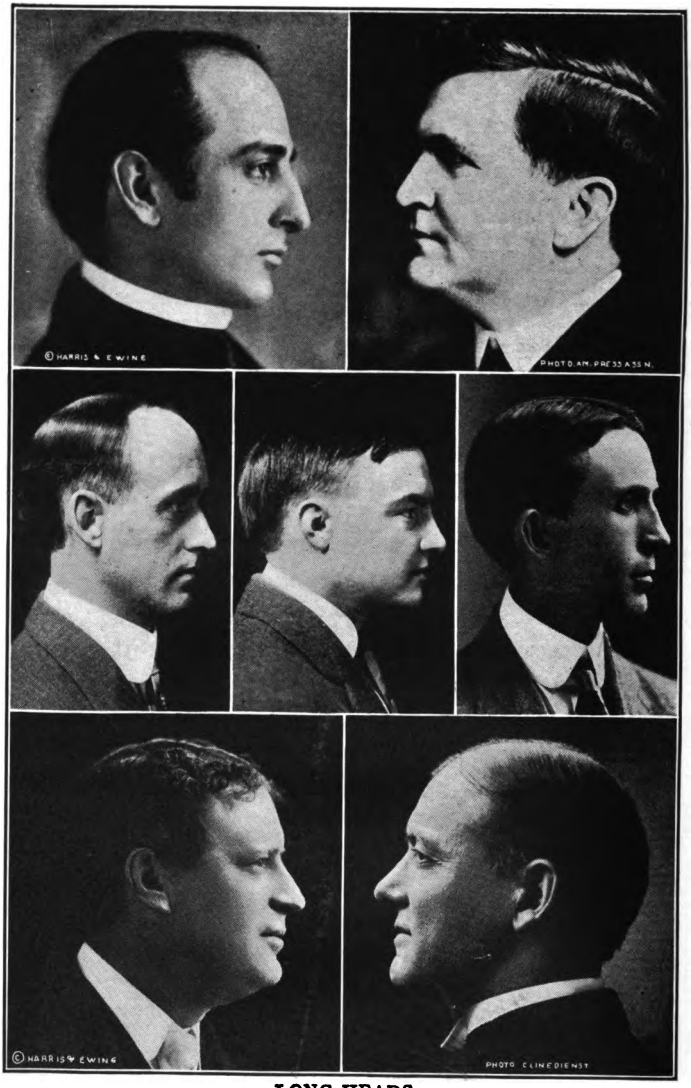

LONG HEADS

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LESSON TWENTY

VOCATIONAL GUIDANCE

Jane Addams says in the Chicago *Tribune:*

"Quite recently I received a letter from a bewildered mother in a neighboring state, asking if her 'wayward boy' might not be taken to a hospital to have 'that portion of his brain removed which made him so crazy for machinery.'

"She was not surprised to hear that he was in jail in Chicago for having stolen an automobile in order to take it apart, because from the time he was little he had taken to pieces the family clock, sewing machine, and carpet sweeper to see how they worked.

"On investigation we discovered that the judge himself was convinced that the boy had merely borrowed the automobile to examine a newly patented cylinder, but we were forced to agree with him that such a boy would only find salvation in an education as a mechanic and that the best place he could secure it was in a state reform school.

"The judge reluctantly sent him there, where he is said to be contented when at work in the machine shop. But what a commentary upon our educational system!"

Strong Preferences of Children.—There seems to be a feeling amongst many adults that what a child wants to do is wrong. The mother's ideal for her child is often, indeed usually, at variance with what he is capable of becoming. It is perhaps perfectly

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natural but none the less disastrous that the average mother wants her son to enter one of the more showy occupations, while the average son is far better fitted for substantial and remunerative if somewhat obscure work in the world.

A desire for a certain kind of work in a boy, combined with an evident ability to do that kind of work, should be a most cheering and welcome indication to his parents. Take the case of this boy who was, as his mother said, crazy for machinery and who was evidently capable of handling machinery. Instead of being worried about him, the mother should have rejoiced that the problem of his future was solved for her. Such an unmistakable bent as was here shown was in itself almost an assurance of success, provided the boy were given proper training and opportunities.

Duty of Parents and Teachers.—It is not the child with the strongly marked predilection for some one occupation who is the problem for his parents, if they be sensible, or for the vocational expert. It is the boy or girl who gives evidence of no such preference. He most needs counsel who is satisfied to drift along, either in school or from one job to another, leaving the question of his life-work in a vague, chaotic state, expecting it to be answered by some stroke of luck or by the force of circumstances.

Unfortunately the great majority of children are either so versatile that it is practically impossible for them to decide for themselves what should be their future or so lacking in any strongly developed trait or preference that choice of vocation cannot be left to them.

It thus becomes incumbent upon parents and

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teachers either to learn how to analyze their children themselves and give them the vocational guidance, counsel and training they need or to call upon qualified experts to perform these services for them.

The Proper Age for Vocational Analysis.—I am often asked the question: "At what age should a child's vocation be determined?" I am also frequently asked: "Is it possible to analyze a child and determine his character not only in his childhood but as it will manifest itself when developed into maturity?"

As I write these lines, three kittens are playing about my desk. They were four weeks old this morning. These three kittens differ in their color, in their build, in their facial expression, in their movements, in their habits, and in their character. They differ so radically from one another that even visitors, observing them for a few minutes as they play, voluntarily remark upon the differences.

If little kittens only four weeks old manifest physical variations and variations in disposition and character that will continue to mark them so long as they live, how much more so do children! Within the first year of its life a child begins to give unmistakable evidences of what he will be in color, form, structure, texture, consistency, and proportion for the rest of his life.

True, some of these variables can be predicated only approximately, and the environment, education, training and experiences of the child as he grows up will modify some of them. Every year added to the child's life, however, fixes each one of the variables in his case more and more firmly, so that by the time the youngster is ten or twelve years old his inherent

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character and disposition can be very readily and easily determined by careful analysis.

In case a child is of an extreme type, his combination of tendencies and character can be safely predicated at a far earlier age than this. If, on the other hand, he is of a closely balanced type, it may be necessary to wait until after adolescence before coming to a definite conclusion. So there is no fixed age for all children at which they should be analyzed and their future careers determined.

REARING, TRAINING AND EDUCATION

There is, however, an age at which every child should be analyzed and right methods of rearing, training, disciplining and developing him determined. This is necessary to his success, no matter what his future vocation. That age is as soon after his birth as possible.

One child responds only to love, affection, and appeals to his higher, gentler and more ideal nature. Another child may be reasoned with and gently led along the way he should go, with full explanation as to the why and wherefore. Still another child requires a firm hand and restraint, while another must be urged and spurred onward.

When the utter ignorance of parents, not only of the natures of their individual children but of child nature is considered, it seems remarkable that human beings turn out as well as they do.

Child Nature.—As a foundation to the understanding of your child you must understand something of child nature, you must learn that there are certain traits and characteristics common to nearly

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all children. These have good reasons for their existence. If rightly understood and handled they can be made to work out to the child's advantage, but if misunderstood and badly handled oftentimes result in tragedy.

Apple experts buy crops of apples very soon after the blossoms fall, when the baby apples are no larger than cranberries. Barring accidents, the results prove their estimates to be correct.

The Child Both History and Prophecy.—The child is a baby man and, barring accidents, will develop at maturity the traits shown in infancy. Indeed, the child is both history and prophecy.

Dr. G. Stanley Hall says:[1] "In this process the individual in a general way repeats the history of its species, passing slowly from the protozoan to the metazoan stage, so that we have all traversed in our own bodies ameboid, helminthoid, piscian, amphibian, anthropoid, ethnoid, and we know not how many intercalary stages of ascent."

Before birth the child repeats the whole cycle of biological evolution up to man. After birth, through infancy, childhood and adolescence, he repeats the entire cycle of racial evolution up to the present state of civilization.

When the human being is first born he is a low type of animal. He eats, sleeps and cries, but otherwise shows little or no intelligence.

In his babyhood the human being is a savage, governed wholly by his appetites, desires and emotions. He is often wantonly cruel, willfully destructive, and utterly lawless. True, his mind is enlightened by the dawning rays of intelligence and his soul begins

[1] "Adolescence," Vol. 1, page 2.

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to show the expansive power of affection, but these things are true also of the savage.

The time comes when the small boy is a warrior. He glories in conflict. He takes delight in pillage and destruction. He rejoices in drums, fifes, uniforms, toy guns, toy soldiers, toy swords. He builds snow forts, and in his circle of society no boy's place is assured until by repeated fights he has demonstrated just where he belongs in physical prowess.

Like primitive man, small boys are full of fear and superstition. Many of them are afraid of the dark, of ghosts, of bogeys, and other nameless terrors.

Early or late in his infancy or boyhood the child learns that he can secrete and deceive. This is a new-found power which he delights to exercise. This also is a part of his development from a state of savagery into civilization.

How to Turn Undeveloped Traits to Good Account.—Every day the youngster discovers new powers—mental and physical—which he must learn to use. Full of curiosity, he experiments, and his experimentations should be encouraged, under wise direction.

On account of his superabundant energy, the healthy, vigorous child passes through these successive states very rapidly, and is therefore a much greater problem and requires more skill in handling than the stupid, passive child. All of these savage, brutal, primitive traits and qualities, if properly directed, will develop into admirable and valuable aptitudes and tendencies in adult life.

For example, the healthy, active, wide-headed child is exceedingly destructive, not out of viciousness but simply because, with his great energy and

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great desire to learn, he simply breaks to pieces or otherwise disposes of the things which seem to him to stand in his way.

Adequately educated and intelligently directed, this very quality leads to executive ability, that is to say, to the ability which overcomes obstacles, which destroys difficulties, and which accomplishes desired results.

Slapping a child who is whittling merrily on the piano leg may relieve the exasperated mother's feelings, but it is unscientific management. His instincts of destructiveness are already active. To meet these with the same primitive instincts intensifies and tends to render them permanent in their cruder, undeveloped form.

Transmuting Stubbornness into Will-Power.—In a similar way, what seems to be the undesirable and exceedingly difficult trait of stubbornness can, with wise training, be transmuted into determination and dominant will-power. The stubborn child needs to be taught lessons in pliability, needs to be shown how to yield. The worst possible course is to meet him with a more pronounced case of obstinacy.

A woman of my acquaintance once told me that she was stubborn as a child and that her father and mother both, whenever her resistance was aroused, opposed it with force. This they called breaking her will. The result was that the trait of stubbornness was so confirmed in her that even in maturity, when she had developed many splendid qualities of mind and heart, she found herself unable oftentimes to yield, notwithstanding the fact that both reason and desire counseled it.

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Temper May Be Made Well-spring of Courage.—It is a great mistake to repress by force a child's anger. This not only does him a psychological damage but either breaks his spirit or causes him to seek secret means for venting his vindictiveness. That uprising of the spirit which is the basis of anger is also the basis of initiative and courage.

Lying and Stealth.—Many parents are greatly distressed over the habits of lying and stealth on the part of their children. A proper understanding of the child's character would save many an anxious hour for parents and would also enable them so to guide and instruct their children as to make the best use of the traits and also to develop the qualities of honesty and truthfulness.

There are many different forms of lying among children. Many children lack a sense of proportion. They do not understand the laws of cause and effect. They do not reason logically. Therefore, with the very best intentions in the world, they tell things which are not true. They exaggerate. Such was the case of a little boy who told his mother he saw a lion running loose in the park. Inquiry revealed the truth that he had seen a big dog.

Most children will lie to escape punishment. This is on account of their lack of courage; also because they do not understand that, even when confession of their wrong-doing seems to mean severe punishment, truthfulness is the best policy in the long run.

The child who makes up stories "from whole cloth" which are logical and plausible in every detail and insists upon their truth, has a most lively constructive imagination. Properly developed and di-

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rected, such an imagination forms the basis of invention and creative genius. Some children do not lie for the purpose of deceiving maliciously but merely to give play to their innate talent.

Many children lie simply because of their exceedingly great desire to please their parents. I recall the story of a little girl who, because she thought it would displease her mother to learn that she had been without permission into the house next door, glibly denied it. When, to her bewilderment, she learned that what would please her mother was a confession that she had been in the house next door, she afterward confessed when she was not guilty.

Children Should Be Taught to Earn Their Luxuries.—Primarily a child steals for but one motive, and that is a desire to possess. He has not yet learned to acquire rightfully or else that which he desires is wholly beyond his means. It is a most serious and oftentimes disastrous mistake to educate a child to enjoy expensive luxuries, and thus create in him a demand for them, without at the same time training him to earn sufficient funds to gratify his tastes.

This is especially true and most often happens in the case of those who are of fine texture. The fine-textured person loves luxury. He naturally loves beautiful and expensive environment and clothing. As a general rule, the fine-textured person is also incapable of hard physical labor. Unless, therefore, he is taught some remunerative trade, profession, business or art, he stands in great danger of resorting to his cleverness, his natural skill in the handling of a pen or other fine tools, and his attractive personality for the purpose of obtaining money fraudulently.

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In my investigations I have met many habitual thieves, forgers, counterfeiters, confidence men, and swindlers of this type. Their crimes were a persistence of their childish, savage stage of undevelopment. They were not born bad or criminal but were criminals through arrested development as the result of neglect and unwise training.

Worst of all for any child is the knowledge that his parents are untruthful or dishonest. Many parents think it either necessary or amusing to lie to their children. But the child's mind is keen to discover falsehood and quick to detect dishonesty—and most susceptible to such an example. If you want your child to tell you the truth, be courageous enough to tell him the truth. If you want him to keep his promises to you, be exacting in keeping your promises to him.

Furthermore, if you want your child to become self-reliant and wise in his personal finances, begin early to give him money to handle. Make him earn money for his luxuries. Train him to learn the value of money. Give him a start in saving and investing money.

Properly handled, the child should pass through and beyond the stages of destructiveness, lying, deceit, and other manifestations of savagery. Fortunately the great majority of children do.

TYPES OF CHILDREN

There are as many different types of children as there are of men and women. In order to secure best results each type of child requires treatment, at the hands of his parents, in accordance with his type.

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Inquisitive Type.—The healthy, active child with inquiring mind is oftentimes a great trial to busy parents. Also he frequently asks them questions which are tantalizing and embarrassing.

This child sees everything. He wants to know the name of everything, what it is for, and why. He learns very readily and usually remembers well.

Parents too often yield to temptation in dealing with such children. It is very easy to turn them off with an indifferent or entirely false reply to their question, to give way to irritation and crossly tell them to "shut up."

A child of this kind should be understood by his parents to represent not an annoyance but a wonderful opportunity. It is so difficult to teach some children, to get them to take any interest, or to learn anything, that a parent ought to be thankful for a child whose mind is eager and thirsty for knowledge.

Naturally such a child will ask questions which no parent can answer. Such questions ought to be dealt with intelligently and with respect for the child's mind. It would also be a liberal education for many parents to qualify themselves as far as possible to answer the questions their children ask. I have seen many children who were far more intelligent than their parents and, even at an early age, displayed far better sense and judgment.

Meditative Type.—A mother once brought her little boy to me for analysis. She was a stupid, ignorant woman and showed her lack of intelligence by stating in the boy's presence that he didn't have good sense. "He doesn't talk much," she said. "Just goes around with his head down, and when he does talk he talks foolishness."

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I looked at the child and saw that he was of the distinct mental type. His eyes were exceedingly bright and keen. Getting the mother out of the room upon some pretext, I drew the child out and found that he was planning and inventing all kinds of wonderful things, things that were far beyond his ignorant mother's comprehension, so that when he talked to her about them she thought he was talking foolishness.

Such children are often thought strange or peculiar. They do not care much for material things but seem to dwell in the realm of theories and fancies. Naturally their intellects should be fed and should be permitted to develop, since they must depend upon their minds for their future success.

But there is danger that such children, being of the extreme mental type, will develop brains at the expense of physical energy, endurance and vitality. During their early years, therefore, the greatest care should be taken to see that they are well nourished and that they have plenty of outdoor air and exercise. It is a great mistake to confine such children in the house and in the schoolroom or to permit them to shut themselves up with their books and with their fancies too much.

The most grievous mistake in handling this type of child is to permit him to grow up with no trade or profession by which he can earn his living without hard physical labor, or to insist upon his entering some occupation which requires physical energy and endurance.

The "Bad Boy" Type.—Many boys are energetic, curious, destructive, tantalizing, cruel, insubordinate, mischievous. Such boys are always in

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trouble with their parents, with their teachers, oftentimes with the neighbors. As a general rule they are not suffering from viciousness but an exuberance of spirits and an excess of energy.

The most foolish possible method of handling this type is regrettably the most common, namely, restriction, restraint, repression, prohibition. Such boys or girls should be given plenty of opportunity to express their fine energies along legitimate and proper lines. By this I do not mean that they should be made to work all the time, although a moderate amount of work will do them good. But every opportunity should be given them for clean, active sport. Properly handled, the bad boy type grows up into a most aggressive, energetic and successful man. His energy ought not to be repressed, but directed. On general principles I would not give much for the boy who hasn't the spirit and the life to be " bad " at times.

A splendid example of what can be done to give an outlet to the energies of an exuberant boy may be seen in the famous boys' gardens at Dayton, Ohio.

Mr. John H. Patterson, President of the National Cash Register Company of that city, observing that there were many lively boys in the neighborhood of the factory and offices of the company who mischievously broke windows, trampled over flower beds, and did other acts of vandalism, set aside a tract of land which he divided into small parcels. The boys were encouraged to plant and care for gardens, and a parcel of ground was offered to each boy who desired to take advantage of the opportunity. Seeds were furnished and the instruction of an expert gardener was given. Prizes were of-

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fered. Assistance was rendered in the marketing of crops in case the boy's own family did not take all of his produce.

As a result of this work the depredations of the boys of the neighborhood upon the company's property practically ceased. The boys' gardens of Dayton are worth going miles to see and, best of all, many boys are obtaining an exceedingly valuable education which develops not only their minds and their manual skill but their moral nature.

Sensitive, Irritable Type.—Some children are exceedingly sensitive, always being hurt and wounded. They are whining, nervous, irritable, given to tears and tantrums. These children require very careful handling. They are more than likely the unfortunate inheritors of weak and sickly nervous systems. They need nourishing food, plenty of outdoor air and exercise, gentle and kindly but firm and calm treatment. The most important thing is to build them up physically, give them an interest in life, and thus enable them to develop as far as possible a more healthy, normal and stable nervous system.

Shy, Secretive Type.—Many children are bright, intelligent, and entertaining in their own family circle but wilt, droop, and disappear if possible the moment strangers or visitors come in. Such children are shy, cautious and secretive. They are often inclined to be moody; sometimes morbid. This may or may not be an inborn trait. It may simply be one of the evidences of undevelopment.

In any event it is a mistake to attempt to drag such children from their retirement into the limelight. No one except children who go through such experiences can know the torture of being compelled

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to show off before strangers or in public. Under proper treatment these children usually overcome gradually the worst features of their shy cautiousness.

Mild, Gentle Type.—The child who is gentle, cheerful, affectionate, pliable and mild is of the type of which many mothers say, "He has never given me a moment's trouble in his life." Yet such children usually need a little of the spur. Their ambitions and energies need to be aroused. With too indulgent treatment they very readily drift into lazy, careless, indifferent, slipshod, slovenly ways. Naturally the best way to appeal to such children is through their affections and sentiments.

SOME GENERAL PRINCIPLES

Certain principles govern the dealing of parents with all types of children. They are based upon sound psychology and have been proved effective.

Do Not Blame Your Child.—The conscientious parent will never permit himself to blame a child for anything he says or does, nor to harbor any spirit of anger or resentment toward a child. A child is what he is because of his heredity and because of the environment with which his parents have surrounded him. He is also immature, undeveloped, and cannot be expected to show the wisdom and good judgment of maturity.

Do Not Scold in Public.—Children should not be reprimanded and their faults discussed in the presence of other people. This is no more than their natural human right. You yourself would not care to have your shortcomings dragged forth in sight

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of your associates or superiors. You would feel that it was an injustice. The same consideration that you would wish is due to your child.

Do Not Flatter in Public.—As a general rule it is bad judgment to flatter and praise a child in the presence of others, especially if the child is naturally eager for appreciation. It is not the best possible incentive to achievement, for either a child or an adult, to work always with one ear turned to catch the sound of applause.

Do Not Use Negatives.—It is an almost universal habit amongst parents to keep up a continuous "Don't," "No, no," "You mustn't," "You can't," "Stop!" in handling their children. This constant din of negatives tends to paralyze effort. It is injurious to any human being, child or adult, to have all the streams of his endeavor constantly dammed by negatives and prohibitions. What people need is not to be told what not to do but rather to be shown what to do, and shown in such a way that the doing will seem interesting and pleasant.

Explain Your Wishes.—A child has the rudiments of logic and reason. Some children have the faculties of logic and reason well developed at an early age; therefore to insist upon a child's obedience simply "because I told you so" is either to stunt and retard the development of his logic and reason or to merit his contempt and insubordination.

The child who is constantly carried in arms and wheeled in a baby-cab does not develop strength in his legs or his backbone as does the child who is permitted to walk, even though he sometimes stumbles and falls.

Give Your Child Some Independence.—In a

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similar way, the child whose every effort, thought, word, and deed is directed in detail by his parents, who is protected from all knowledge of evil and sheltered from all temptation, never has an opportunity to develop and stiffen his moral backbone. The parent who simply gives orders or issues prohibitions, no matter how wise they may be, is laying up trouble for both himself and his child. It is far better, as early as possible, to instruct the child, to provide him necessary knowledge and a means of obtaining knowledge, and then leave him to use his own judgment.

Every normal child is inherently destined to usefulness if properly nourished, trained, educated, and directed. Knowledge and understanding, love, aspiration, and firmness are the required qualities in the parents if the child is to live up to and fulfill his destiny.

VOCATIONAL TRAINING

Intellectual Differences Among Children.—When a child begins his school work, whether at home or in a public or private school, it develops that he likes some branches of study, that he hates others, and that he is indifferent to others.

Occasionally a child appears who likes all studies, and still more frequently one who hates them all.

The Differences Ignored.—In the average school all children pass through the same curriculum and receive the same treatment. The progress of children in their lessons is timed by the ability of the mediocre. That is, the intelligent child who learns easily is held back on account of the deficiencies of

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some of his slow-witted classmates; while the child who learns with great difficulty is hurried along at a pace so fast that he either breaks down or is compelled to drop behind.

The child who is quick in arithmetic but finds the study of language hard is not permitted to go ahead in mathematics any faster than his pace in language. The boy who is brilliant in language but halts and stumbles in his arithmetic is similarly held back.

There is no distinction made in the methods of teaching those who are eye-minded, ear-minded, or muscle-minded, but all must be ground through the same mill.

Children are taught and expected to learn from books, cooped up in a school-room and compelled to sit quietly.

Natural Way of Learning.—It is not natural for children to learn from books. They learn by what they observe, what they hear, and from the things they handle.

It is not natural for a child to sit still for hours at a time. His growing physical nature demands almost constant activity, and his undeveloped psychical nature demands self-expression in speech and laughter, and even in shouting and yelling.

Try to teach a class of boys how a piano is made, using a text-book as the basis for the work. See how the boys will yawn, whisper, and pinch one another, how dry and uninteresting they will find the study, and how little, if any, of the technicalities of piano manufacturing they will retain.

Take the same class of boys to a piano factory and let them see the processes. Or, better still, let them handle the tools, actually do some of the work them-

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selves, and see how intense will be their interest and how much and how quickly they will learn.

Reasons for Vocational Training.—It is because of inefficiencies and inequalities of the old system of child education that thoughtful educators, both in this country and in Europe, have for the last few years emphasized the need of vocational training or vocational education. And it is as a result of their experiments and the demands which have grown out of them that vocational schools have sprung up in various parts of the country.

Inefficiency of Traditional School System.—We have begun to realize that the traditional school system is like a pyramid resting upon its apex. The common schools have been training children, not for their life work, but for the high school. High school courses have been shaped, not to prepare children for their vocations, but for the university. University courses in the past have been following the traditions established by the earliest universities and have trained their students, not for usefulness but for show, not to take places where practical ability and efficiency were necessary, but rather to become gentlemen of leisure or men of learning, with all kinds of useless knowledge to display as marks of their leisure.

The new movement in education seeks to break away from all of this, to train children and young men and women, not so much to make a show of learning and to enjoy in a discriminating way the pleasures which abundant leisure and abundant means supply them, but to be efficient, to be successes in life, and to earn for themselves the leisure and the means necessary for enjoyment.

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Child's Vocation Must Be Determined Early.—Under the old system of education the question of a child's vocation could be left unsettled until his graduation from the university, if he were so fortunate as to receive a university training. If he were unfortunate and compelled to leave school somewhere on the way there, his vocation was usually determined by the first available opening in the commercial or industrial world. If he happened to begin in the ranks of common labor, then a common laborer, floating from job to job and unemployed a great deal of the time, he was more than likely to become. If he began as a delivery boy in a grocery store, the chances were that he would become a grocer. If he began as an office boy, then clerical work was his probable destiny. If his first job happened to be in a factory, he became a factory hand. If by rare good fortune he was apprenticed to some trade, then he followed that trade for the rest of his life.

That this system is unscientific demands no argument. That it is tragically wasteful of human values and human lives is apparent to everyone who can think even a little.

That a man should spend the earliest and best years of his life in a university, toiling away at branches of knowledge which may be of no use to him in his vocation, is now considered a serious waste. That a man should spend an entire life-time, struggling against almost inevitable failure, in a vocation for which he is not fitted, is an even greater waste.

The Vocational Movement.—For these reasons has sprung up what is known as the vocational movement.

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If the child is to be sent to a vocational training school instead of through the old traditional curriculum, then it becomes highly important that parents and teachers should think about his life-work, that they should apply scientific methods to determine for what vocation he is best fitted, before he begins his school-work.

If the child is compelled to leave school for economic reasons, it is even more important perhaps that he should make a start in the kind of work for which he is fitted and in which he has the best opportunity for making a success.

Purposes of Vocational Movement.—The vocational movement therefore has three principal objects in view:

First, to determine the best vocation for each child;

Second, to fit the school-life and school-work of each child to his future vocation;

Third, to give scientific counsel to those already out of school and in the world of work regarding their vocations.

Analysis the Basis for Vocational Guidance.—It will readily be seen that the vocational movement is powerless to accomplish any one of these three objects without scientific analysis.

Any man with a retentive memory knows full well that his early ambitions were a false guide to his parents and teachers as to his life-work. Most young boys are ambitious to be policemen, taxicab drivers, cowboys, aeronauts, or locomotive engineers.

Perhaps the ideals of the small boy are well typified by the reply of a little nephew of mine who is of the distinctly mental type and will no doubt some

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day be a professional man. When asked what he was going to be when he grew up, he said: "A ditch-digger." And when asked why, he said: "So I can wear dirty clothes and chew tobacco."

On the other hand, it is far better, wherever possible, to permit boys and girls to follow their own natural inclinations than to attempt to force them into vocations of the parents' choice. In order, however, that the child's natural tendencies may be informed, he should be given every possible opportunity to see and do different kinds of work. When my little nephew gets his chance at ditch digging, as he no doubt will, it will not take him long to discover that wearing dirty clothes and chewing tobacco are not the sum total of human enjoyment.

Supplementing the child's own ambitions, tendencies and preferences, however, there should be careful, scientific analysis.

Just as the scientific employer described in Lesson Twenty-one analyzes all of the different positions in his organization to determine their requirements, just as he analyzes the environment by which his workers will be surrounded, and just as he analyzes each applicant to determine his fitness for a position and its environment, so the vocational analyst must first analyze the field; second, environment; and, third, the child.

Analysis of the Field.—Analysis of the field by a vocational expert is in its essence precisely the same process as analysis of positions by an employer. For such an analysis you can use the chart which appears in the lessons on Employment.

List of Vocations.—Necessarily in the use of this chart a classified list of vocations is necessary, just

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as the employer must have a list of the positions in his organization.

No list of vocations can be permanent, as new vocations are constantly being added. Nor is it likely that any list can be made complete, since no vocational expert can have a knowledge of all of the different things that people do in all parts of the world.

For use in vocational guidance, however, an absolutely complete and permanent list of vocations, minutely classified, is unnecessary. A list can easily be made which will cover in a general way all possible vocations. Such a list should give rather broad classifications which will yet be definite enough for preliminary work such as must be done in the beginning for children.

For example, it is enough to know that a child is best qualified for the manufacture of fine and delicate instruments or machinery, without determining exactly whether he should learn to make mathematical instruments, surgical instruments, laboratory apparatus, watches, or speedometers. It is enough to know that a child will succeed best in the manufacture of heavy machinery without determining whether he should engage in making mining machinery, agricultural implements or locomotives.

Naturally the time will come when a choice must be made, and it will probably be best not to make it hit-or-miss but for some scientific reason. Perhaps an analysis of environment would reveal the determining factor.

For the purposes of parents, teachers and vocational counselors, therefore, I have found the following list of occupations satisfactory:

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Advertising
Agriculture
Architecture
Art
Athletics
Authorship
Clerical work
Construction
Education
Engineering
Exploration
Financial
Fishing and Hunting
Forestry
Hotel and Restaurant
Invention
Journalism
Law
Manufacturing
Mechanics
Medicine
Merchandising
Mining
Ministry
Music
Personal Service
Philosophy
Platform
Politics
Scientific Research
Selling
Social Service
Surgery
Stage
Statistics
Theology
Transportation

Analysis of Environment.—Analysis of environment can always be made in accordance with the chart shown in the lessons on Employment. A preliminary and broad analysis of environment should be made for every child. For example, a vocation for a blonde child should be one which will not take him into the tropics or regions where there is excessive sunlight. The vocation of a child of exceedingly fine texture should not be one which will necessitate his working in the midst of rough, harsh, grimy surroundings.

A further and more detailed analysis of environment should be made when the time comes for select-

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ing the actual place in which the young man or young woman is to work.

Analysis of the Child.—Analysis of the child with reference to vocation can easily and quickly be made by the use of the complete chart of the Science of Character Analysis by the Observational Method which was sent you in eight sections.

You will observe that under each of the variations are listed the vocations to which one with this particular variation is adapted.

It is clear that the vocation which appears most frequently in the analysis of any particular individual is, environment being duly considered, the vocation for which he is best fitted.

For example, suppose you yourself are blonde, convex, of medium size, mental-motive-vital structure, fine texture, elastic consistency, elastic flexibility, masculine body proportions, large energy and endurance sections of face; high, narrow, long, square head; large middle and top division; large front, crown and back sections; square forehead; conic hands, short fingers, knotty and with square tips.

If you will examine the chart you will see that the vocation of selling appears most frequently in the lists under the headings indicating your particular variations.

But it is not enough for you to know that selling is your vocation. There are many branches, phases and subdivisions of this business. For which are you best fitted?

Under the head of Vocational Adaptation you will notice a list of adjectives given with each variation. For example, the adjectives under Blonde

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Color are: Original, creative, varied, rapid, enthusiastic, etc. These adjectives mean that, no matter what vocation a blonde may enter, he should do work in it that requires originality, that is creative, varied, and rapid, and that can be done with enthusiasm. Suppose a subject is blonde, mental, and of fine texture. He would be fitted for advertising and selling, for educational work, and for handling fine and beautiful things. He might therefore be fitted to sell beautiful books of an educational nature. In a similar way any other combination can be interpreted.

The easiest and quickest way to determine the vocational fitness of anyone, therefore, is first to observe whether he is blonde, medium or brunet in color; convex, plane or concave in form, etc., etc., and then count the number of times each vocation appears under each of these heads, together with the descriptive adjectives most numerous.

Need for Judgment.—In time, careful and continuous use of this chart, coupled with *intelligent thought* and careful observation, will give you such a grasp of vocational knowledge that the chart will not be necessary.

Note carefully, however, that I emphasize intelligent thought. This chart cannot be used mechanically but must be used with judgment, with common sense. There is absolutely no royal road to success in vocational guidance. Every step must be thought out with painstaking care. Evidence for and against must be carefully weighed.

Knowledge of Work.—When it comes to the actual detailed work of counseling the individual as to his particular job and assisting him to secure such a job, there is nothing that can take the place of a

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minute and thorough knowledge of all the available vocations, their subdivisions, their actual working conditions in the particular locality where the applicant lives. In these days of quick transportation a locality may mean a whole state or group of states, or in some cases it may mean the entire world, but for most young persons it means a town or city.

With complete knowledge of the vocational field and its conditions and requirements minutely classified in your mind, you will find the chart a reliable basis for analysis.

Be on Guard Against Deficiencies.—In counseling any individual as to his vocation, be on your guard against deficiencies which may handicap. This is most important. Many an individual has seemed to have all of the qualifications for a particular line of work in excellent degree, and yet has made a failure of it because of some one weakness or deficiency which he could not overcome.

Overcrowded and Obsolescent Vocations.—Great care should be taken also not to advise a young man or young woman to enter a profession, trade or business which is either overcrowded or becoming obsolete. For example, both the medical and the legal professions are at present greatly overcrowded, and no one should be encouraged to enter either of them unless extraordinarily well qualified for success.

Setting type by hand, lasting shoes by hand, the manufacture of ox bows, warming pans, snuffers and cradles are examples of vocations which are becoming obsolete.

Ephemeral.—On the other hand, care should be taken not to advise anyone to enter upon a vocation

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which is so new and untried that it may be a mere "flash in the pan." Just at the time when this is being written, for example, some young men and women are making large sums of money as dancing teachers. But the dancing craze is comparatively new. Within a year or two its vogue may cease. Then opportunities for dancing teachers may be exceedingly slender.

The Scientific Spirit.—Finally, remember that you are applying a scientific method and that it must be applied in a scientific spirit. And the scientific spirit demands that judgment should be based upon all of the facts, carefully secured, amply verified, discriminately weighed, and logically considered.

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Guerin Reynolds Burnham Whistler Rodin Abbey
Sargent Da Vinci Remington Taft St. Gaudens

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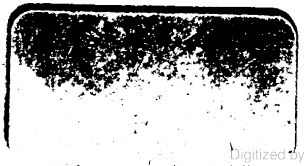

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